

***Alliance for Hispanic Serving Institution
Educators***

BUSINESS PLAN

Spring 2020

Table of Contents

Executive Summary	3
Background and Rationale	3
Adapting the AHSIE Business Model	3
Changing AHSIE's Governance Model.....	4
New Executive Director	4
AHSIE's Committees.....	5
Financial Future of AHSIE.....	6
AHSIE Business Plan	7
Mission.....	7
Vision	7
Values.....	7
Potential Partners and Competitors.....	8
Business Model Adaptation	10
Governance and Leadership Model.....	11
Proposed Relative Roles Summary	14
Risks and Risk Mitigation	18
Conclusion.....	20
Appendix A: Potential Partner and Competitor Analysis.....	21
Appendix B: Council Member Hiring Priority Word Clouds	30
Appendix C: Proposed Position Description.....	31
Appendix D: Operations Plan 2020	34
Co-Presidents Responsibilities: Organization and Leadership Development.....	34
Governance & Finance Committee.....	36
Conference Committee	39
Journal Committee	42
Marketing & Communications Committee.....	44
Membership Committee	48
Stand-Alone Institutes	48
Appendix E: Financial Projections.....	55
Appendix F: Alliance of HSI Educators Council Member Responsibilities	57
Overview.....	57



Responsibilities of the Council Members 57

Appendix G: AHSIE Council Executive Committees 58

Appendix H: Council Member Terms & Executive Committee Members 59

Appendix I: 2019 AHSIE Council Election Process Timeline (UPDATE for 2020-21) 60

Appendix J: AHSIE Council Roles..... 62

Executive Summary

Background and Rationale

AHSIE finds itself at a critical inflection point in moving from an all-volunteer organization to one that is professionally staffed. This transition is being driven by many external factors, including the recent increases in the number of HSIs and the students they serve, as well as capacity challenges that are not atypical for a young organization. In 2017-18 there were 523 HSI's in the country and 328 emerging HSIs with over 1.39 million undergraduate Latino students. AHSIE currently serves approximately 600 unduplicated practitioners at HSIs and is well positioned to provide support to emerging institutions and the practitioners who work within them.

The efforts of AHSIE, are set against the broader backdrop of the forces that are both driving and inhibiting change in higher education. Environmental drivers of institutional change include demographic changes, globalization (and related increases in competition), the increase in alternative platforms for delivering education (e.g. online and virtual reality mediums), challenges in adapting to remote forms of teaching and learning, and rising student debt. Within institutions declining enrollment, higher costs, and lower degree completion rates, particularly among historically marginalized and disproportionately impacted students of color, are also encouraging institutions to change.

When AHSIE began this effort to redefine and affirm its role in this higher education landscape a little over a year ago, it was prior to the global pandemic fully exposing all of the fissures of inequity, lack of economic mobility, and inequality, that we knew were present and were working collectively to eradicate. The realities of COVID-19 have laid bare, that these fissures are actually deep and very wide chasms. AHSIE's commitment to rebalance these inequities and equalities through the professional development of HSI program managers remains unchanged; in fact, we are more resolute in achieving our vision "to strengthen practitioners in institutions of higher learning to ensure that Latina/o/x students thrive academically, professionally, and personally."

Adapting the AHSIE Business Model

Stepping into a stronger presence nationally, AHSIE will adapt its business model by:

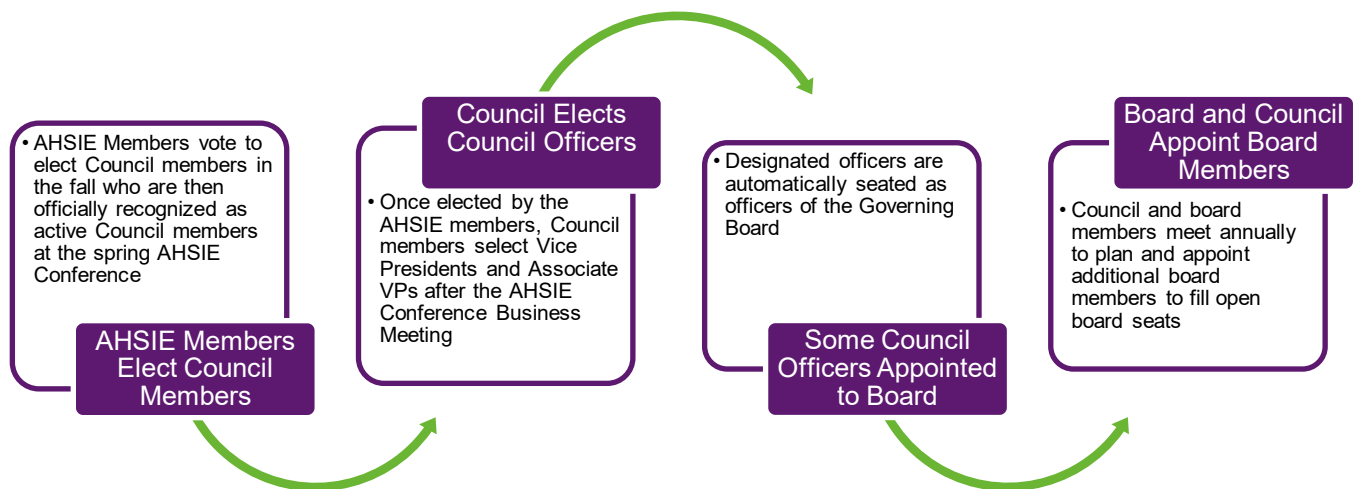
- Hiring its first executive director to lead the organization, coordinate the involvement of volunteer leaders, and support resource development.
- Expanding its geographic scope to reach more professionals in more institutions, supporting the expansion and growth of HSIs across the country.
- Adapting and/or developing programs to meet the evolving needs of existing and emerging HSIs and to support the professional development of an increasing diverse community of practitioners.
- Raising funds to assure that AHSIE's growth keeps pace with the expansion of HSIs nationally by making the case that AHSIE can innovate to meet the evolving needs of the educators it serves (including the innovative use of technology to serve practitioners across the country).

- Developing robust back-office functions to support growth, including data management, financial policies, and online platforms for delivering programs.

Changing AHSIE’s Governance Model

AHSIE will be governed by both a new Governing Board and the current Council. The Council will continue to be elected by the AHSIE membership. The Council’s Executive Committee consists of the co-presidents, immediate past president, and six vice presidents that head up each committee. AHSIE’s Officers as listed in its incorporation, are the co-presidents, secretary/historian [held by the immediate past president], treasurer [held by VP of Finance]. AHSIE Officers will serve as the Executive Committee for the new Governing Board. Governing Board members will be invited to join the Board by the AHSIE Council Executive Committee, following vetting by the Council (and, in the future, by the Council and the Governing Board members). The diagram below charts the proposed selection process for Council members and Governing Board members.

Election and Appointment of Council and Board Members



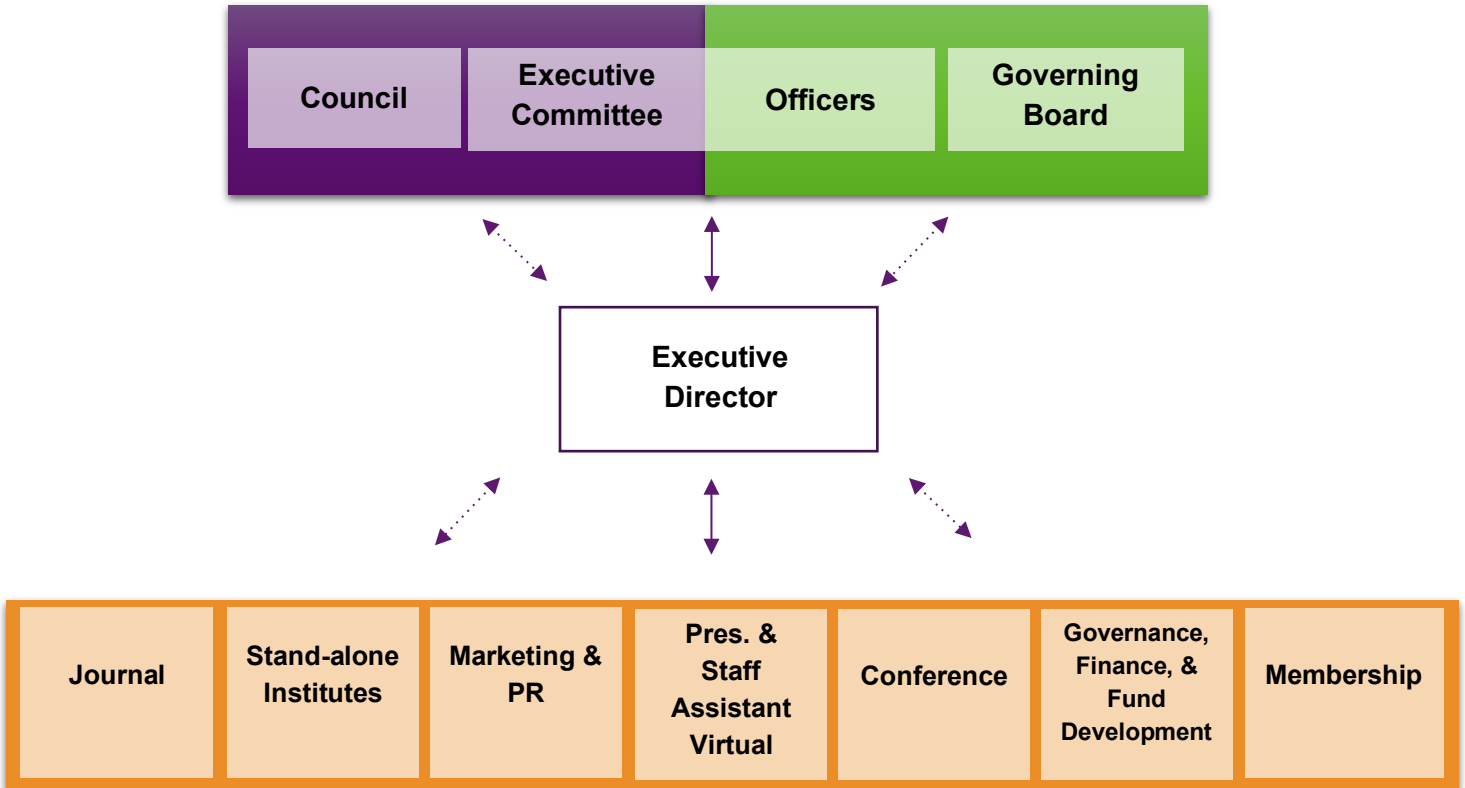
New Executive Director

AHSIE will hire an Executive Director for the first time in its history to increase efficiency, reinforce accountability, and raise more money. The organization will first seek funding to support the new position and then will conduct a nationwide search for an executive with experience in nonprofit management, partnership development, and working in a virtual organization. The ideal candidate will be a strong communicator, equity-minded, charismatic, and optimistic about the future of HSIs. The leadership of the organization seeks to hire a Latinx candidate.

AHSIE's Committees

AHSIE program work and impact on the field will continue to be driven by volunteer leadership working through AHSIE's committee structure, albeit with added support and coordination by a new Executive Director. The organizational chart below delineates the operational structure for the organization, including its six committees.

Organizational Frame



The scope of work for each of these committees is summarized as follows:

Journal Committee will coordinate the peer-review and publishing of original research and best practices on topics related to HSIs that are useful for practitioners, educators, scholars, policymakers and others with an interest in practices impacting the success of students from underserved populations.

Stand-alone Institutes Committee will develop and execute a plan for improving technical assistance offerings to AHSIE members, secure facilitators to deliver TA to members, support increased access to Federal funding, and nurture partnerships among AHSIE-member campuses and HSI-related organizations.

Marketing & Communications Committee, in collaboration with the Membership Committee, will develop an annual marketing plan for events (including the conference), information sessions, and networking opportunities. The committee will create and distribute communication to the membership and will maintain the AHSIE website.

Co-Presidents and Staff Assistant will provide overall support for the organization through communication, coordination, organizational development, and leadership development. Until the Executive Director is hired, the Co-Presidents, along with the executive committee, will serve in the role of chief executive officer for AHSIE.

Conference Committee will facilitate the development of AHSIE's annual conference program, make recommendations to the Council for conference presenters, promote high impact practices, share research with AHSIE members and other constituents, and survey members to improve AHSIE programs and services.

Governance, Finance, and Fund Development Committee will establish the policies and procedures to guide the interaction between the Governing Board and the AHSIE Council, monitor key fiduciary responsibilities of the organization (including finance reports and filings), and organize the fund development efforts of AHSIE.

Membership Committee will develop and execute a plan for building and retaining AHSIE members through regular communication, engagement sessions, outreach to new awardees, and development of systems to orient new AHSIE members.

Financial Future of AHSIE

The growth of the organization – in both capacity and impact – will be supported by an expansion of the organization's funding base with an anticipated increase in the organization's annual budget of between \$200,000 and \$225,000 over the next 3 years. The organization will seek a capacity-building foundation grant to support the growth and in subsequent years the Governing Board, Council, and Executive Director will work together to build membership revenue, sponsorships, and earned income (which combined are projected to increase annual revenue by \$100,000 per year after the first year). First year expenses will include the salary and benefits for the Executive Director (estimated to be approximately \$130,000 per year).

AHSIE Business Plan

Mission

The Alliance for Hispanic Serving Institution Educators (AHSIE) supports practitioners through sharing best practices, collaboration, engagement, and professional learning.

Vision

AHSIE aims to strengthen practitioners in institutions of higher learning to ensure that Latina/o/x students thrive academically, professionally, and personally.

Values

- We believe excellence is achieved through integrity, trust, and respect.
- We believe in a culturally relevant learning environment to achieve excellence and success.
- We believe that student success is achieved through professional learning and leadership development.
- We believe in responding to the needs of our academic and broader community.
- We believe in synergistic partnerships that support student success.

Potential Partners and Competitors

As AHSIE steps more powerfully into the role of a leading organization supporting educators and institutions who serve Latinx students, AHSIE will compete with other nationally focused organizations for mindshare, funding, and talent. These organizations are also among the groups that AHSIE will most likely partner with to advance the field and support Latinx student success. Among these national players are Excelencia, Hispanic Association of Colleges and Universities (HACU); the Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS); and the American Association of Hispanics in Higher Education (AAHHE). The position of each of these competitor/partner organizations is summarized below.

Excelencia advances an agenda focused on student success by aggregating data and advocating for evidence-based practices. With a focus on promoting an educated workforce and advancing civic leadership, Excelencia places a strong focus on using best practices to close the equity gap and encourage college completion among Latinx students. Excelencia works with a broad network of partners, including partners in business, education, government, media, and philanthropy to advance its policy agenda. Differentiating strengths include:


- Aggregation of big data
- Define and advocate for policy change
- Certify best practices and “Seal of Excelencia”

HACU represents over 500 colleges and universities that serve two-thirds of Hispanic-serving institutions (HSIs) nationwide. HACU, with its strong presence in the nation’s capital, is a recognized leader in advocacy for HSIs, having led the effort to convince Congress to recognize the HSI designation. In addition to its profile in Washington, HACU has established a Western Regional Office in Sacramento and is planning additional regional offices. HACU’s differentiating strengths include:

- Focus on lobbying to advance the field
- Raising the profile of Latinos and the issues they face nationally
- Strong bilateral communication with HSI leaders (chancellors, provosts, and presidents)

SACNAS is a membership organization serving over 8200 student and professional members in advancing preparedness for and access to education and careers in science. SACNAS’ broad focus, connection with corporate partners, and multi-disciplinary approach are supported through 115 student and professional chapters across the U.S., offering a combination of professional development, mentorship, leadership development, and community. SACNAS’ differentiating strengths include:

- Strong corporate connections/partners
- Focus on student success: getting students ready for work
- Access to STEM-focused research that applies to corporate partners and academics



AAHHE is broadly focused on fostering positive change in education to enable Hispanic students to fully participate in a diverse society. The organization addresses societal issues, convenes public forums for public policy advocacy, and prepares Hispanics for careers in higher education. The organization has cultivated a strong relationship with students through a fellowship program, a national conference, awards that recognize leadership excellence (particularly in advancing policy change at the institution level), and partnerships with mission-aligned organizations. AAHHE's differentiating strengths include:

- Finger on the pulse of Latinx youth
- Focus on preparation of students for graduation and careers in higher education
- Support of faculty in making policy change at the institution level that impacts the lives of Latinx students

AHSIE specifically focuses on the professional development of HSI program managers (or program directors) at HSIs nationwide. The organization has defined a niche in promoting professional development, adoption of best practices, and community-building within this group. The leadership of AHSIE has drawn heavily from the ranks of those professionals directing programs to support Latinx students at HSIs. AHSIE's differentiating strengths include:

- Focus on project management and grant development/writing skills
- Networking for middle managers
- Sharing and implementation of best practices by connecting theory to practice
- A representational approach of support for program managers/directors (for us, by us)

For a more detailed analysis of these organizations, see Appendix A.

Business Model Adaptation

While AHSIE will continue to work in the interest of the educators at HSIs and the students they serve, the organization will need to adapt its current business model in order to evolve and grow. The current all-volunteer organizational structure has served the organization well over the past decade. Council members have assumed responsibility for programs and operations with limited (outsourced) administrative support. The council recognizes the importance of adding professional staff to support the organization's development over the next several years. The primary areas of focus in adapting the current business model are geographic scope, target market, programs, and funding. The outlined changes below should supply the flexibility for AHSIE to be responsive to a changing environment while supporting the strategy set out in its mission.

- **Geographic scope/target market.** While AHSIE ostensibly serves all HSIs in the U.S. (members and, indirectly, non-member HSIs who benefit from the organization's field-building work), the growth in the Hispanic population in the U.S. and the expansion of the geographic footprint of HSIs will require expanded capacity in both personnel and systems to manage stakeholder relationships across an expanding field.

There will soon be over 850 institutions of higher education designated as HSIs in the U.S. who will employ a growing number of educators and practitioners focused on the success of some 1.39 million Latinx students. The growth in number and diversity of AHSIE's target market suggests a need to build capacity for meeting the complex needs of practitioners at emerging HSIs in states outside of the traditional Southwest and Eastern seaboard, and adapting programs to meet region-specific needs. Considering this opportunity, AHSIE will conduct a regional needs assessment to better understand geographic-centered opportunities where AHSIE can respond. Notwithstanding regional differences, expansion to new regions will require AHSIE to educate emerging institutions of the HSI designation and best practices in program management. This national expansion will be accomplished, in part, through leveraging technology, offering virtual meetings with region-specific programming.

- **Programs.** AHSIE will assess current offerings, including institutes, before developing or adapting programs to serve existing and/or emerging HSIs. As the number of HSIs grow, new practitioners are onboarded, and professional development needs for both students and practitioners increase, the demand for support will increase in both volume and complexity. This demand will require AHSIE to engage in program development (including replication, adaptation, or expansion of current program offerings) to meet the needs of a range of practitioner experiences and also varying types and levels of institutions (e.g. emerging vs. long-standing HSIs). Regional and cultural differences will also need to be addressed in developing responsive programming, as well as marketing of programs to emerging institutions and regions. Finally, programs will increasingly need to be offered online in order to contain costs, expand reach, and ensure the health and safety of constituents.
- **Funding.** Expansion of resources to support AHSIE's growth demands that the organization look beyond its current funding model to other institutional funders, new conference sponsors, opportunities for earned income, and individual donors with an interest in strengthening

practitioner and student success in HSIs. AHSIE can make an effective case to donors and funders for its ability to innovate in areas of programming (including utilization of new technologies) to advance its mission.

Meeting the growing demand for services may require that AHSIE “blend” funding from multiple sources, private and public, in order to grow. The organization will also consider changes to its membership structure in order to build membership among individuals; developing capacity among AHSIE leaders to support development efforts (including asking each Council and Board member to support the organization at a specified monetary level); and conducting targeted outreach to attract members who are social media influencers.

The most critical and immediate need for additional funding is the planned hiring of AHSIE’s first Executive Director. In order to hire, onboard, and sustain a staff leader for the organization while it expands geographic reach, AHSIE will need to increase its annual budget between \$200,000 to \$225,000 over the next few years. Initially, the organization will apply for a multi-year capacity-building grant from a foundation partner. A three-year grant of between \$75,000 and \$100,000 per year will provide the new executive director the necessary runway timeframe for building other funding sources to sustain the organization. Projections for the first three years after the hiring of the new Executive Director are included as Appendix E.

- **Operations.** Expansion nationally will require AHSIE to develop robust back office functions and systems (including data management, financial controls, online platforms to deliver programs (e.g. institutes), standard operating procedures to guide staff and volunteers, secure storage and sharing of documents, and a Customer Relations Management (CRM) service. The hiring of an executive director will require the organization to develop or acquire HR systems and policies, including an annual performance review system.

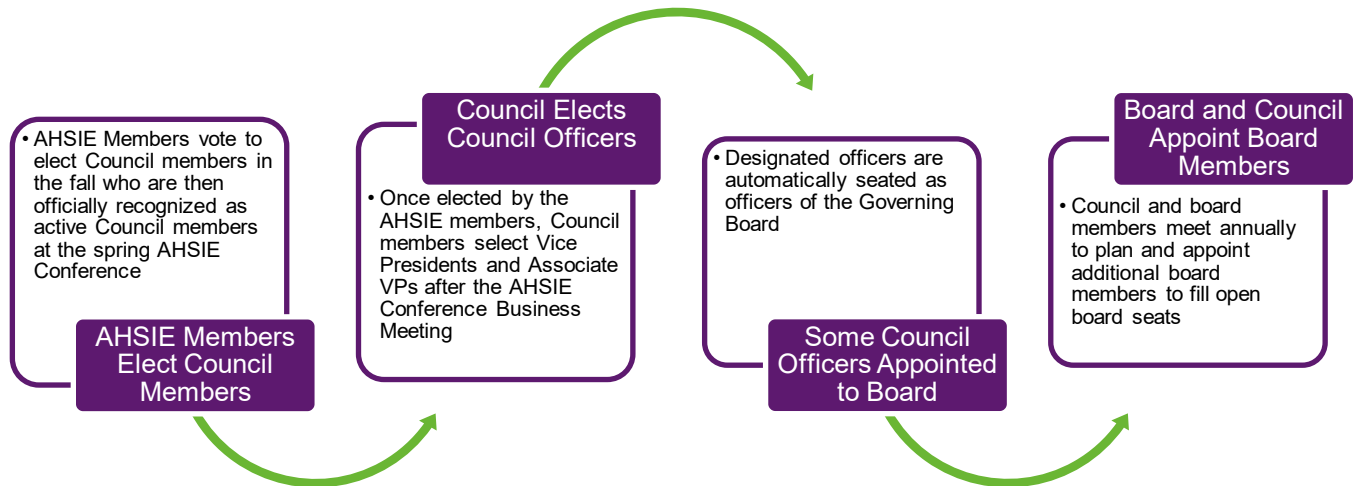
AHSIE will develop its adaptive capacity to meet constituent needs, by continually assessing changes among practitioners and within the HSI field as well as higher education in general. As AHSIE expands into new geographic areas, it will be imperative to remain adaptive to the unique needs of various regions.

Governance and Leadership Model

AHSIE will be governed through a structure that will include both a Governing Board and the current Council. The Council will continue to be elected by the AHSIE membership. The Council’s Executive Committee consists of the co-presidents, immediate past president, and six vice presidents that head up each committee. AHSIE’s Officers as listed in its incorporation, are the co-presidents, secretary/historian [held by the immediate past president], treasurer [held by VP of Finance]. AHSIE Officers will serve as the Executive Committee for the new Governing Board. Governing board members will be invited to join the Board by the AHSIE Executive Committee, following vetting by the Council (and, in the future, existing Governing Board members). The diagram below charts the proposed selection process for Council members and Governing Board Members. In the future nomination processes, AHSIE will leverage a board composition assessment to identify gaps within expertise and identities, and then publish an AHSIE

Council/Board skills inventory for new members to present how they would be able to fill the gaps. AHSIE will also prioritize geographic and skill representation of candidates to best address emerging HSIs and geographic perspective to support expanded geographic footprint. AHSIE will also develop a board development process, to strengthen and build new skills for existing members.

Election and Appointment of Council and Board Members



The **Council** of AHSIE will lead the organization by:

- **Representing the Practitioner Community.** As a membership organization, the primary vehicle for giving voice to the interests of practitioners will be through the Council members who are elected from among them. While there are many ways for members to be involved in the work of AHSIE, representation on the Council ensures that the interests of members are considered in setting program strategy and operating effectively to deliver programs that are relevant and impactful.
- **Acting in an Advisory Role.** The Council of AHSIE will provide guidance to the organization’s staff, particularly in the area of developing programs and events for the practitioners they represent (e.g., professional development offerings). Council members will provide advice through participation in committees and taskforces in the same way as Council members do now.
- **Setting Programmatic Goals and Policy.** The Council, in consultation with the Governing Board and staff, will set *program and operational* goals aligned with the positioning of AHSIE in the national landscape (as articulated by the Governing Board). The Council will approve metrics for evaluating progress against these goals and regularly review progress. The Council will then assist in implementing programs and operations through participation in committees and taskforces. While it will retain its leadership role in developing program goals and monitoring program performance,

the Council will delegate the central program execution role to the Executive Director, empowering this staff person to hold Council members, contractors, and other staff members accountable for fulfilling commitments.

The new **Governing Board** of AHSIE will lead the organization by:

- **Developing organizational policies, goals, and objectives.** In the future, the Governing Board, informed by the Council, will set policies that support the positioning of AHSIE nationally. These will include goals for expansion nationally, fund development goals, standards for board members, and criteria for strategic partnerships. While the Governing Board's role is to set overall organizational policy, build strategic partnerships, and cultivate revenue development opportunities, much of the implementation of policy, in the future, would fall to the Executive Director.
- **Supporting fundraising.** Working closely with the Council and staff, AHSIE's Governing Board will build and maintain important strategic relationships needed for attracting support for the organization, including relationships with current and prospective government and private sector funders. As such, it is proposed that the governing board members be charged with raising a proposed \$10,000 each, per year. In short, the Governing Board will be a "give or get" Board.
- **Providing Oversight of the Organization.** In addition to reviewing progress against strategic organizational goals, the Governing Board will exercise its fiduciary responsibility by monitoring, in consultation with the Council, the organization's programs, operations, and initiatives through the review of reports provided by staff and committees (e.g., budget-to-actuals financial report, quarterly program updates).

Working together, the Governing Board and Elected Council will meet annually to set or adjust the overall strategic direction for AHSIE and to assure alignment between programmatic and organizational policies, goals, and objectives.

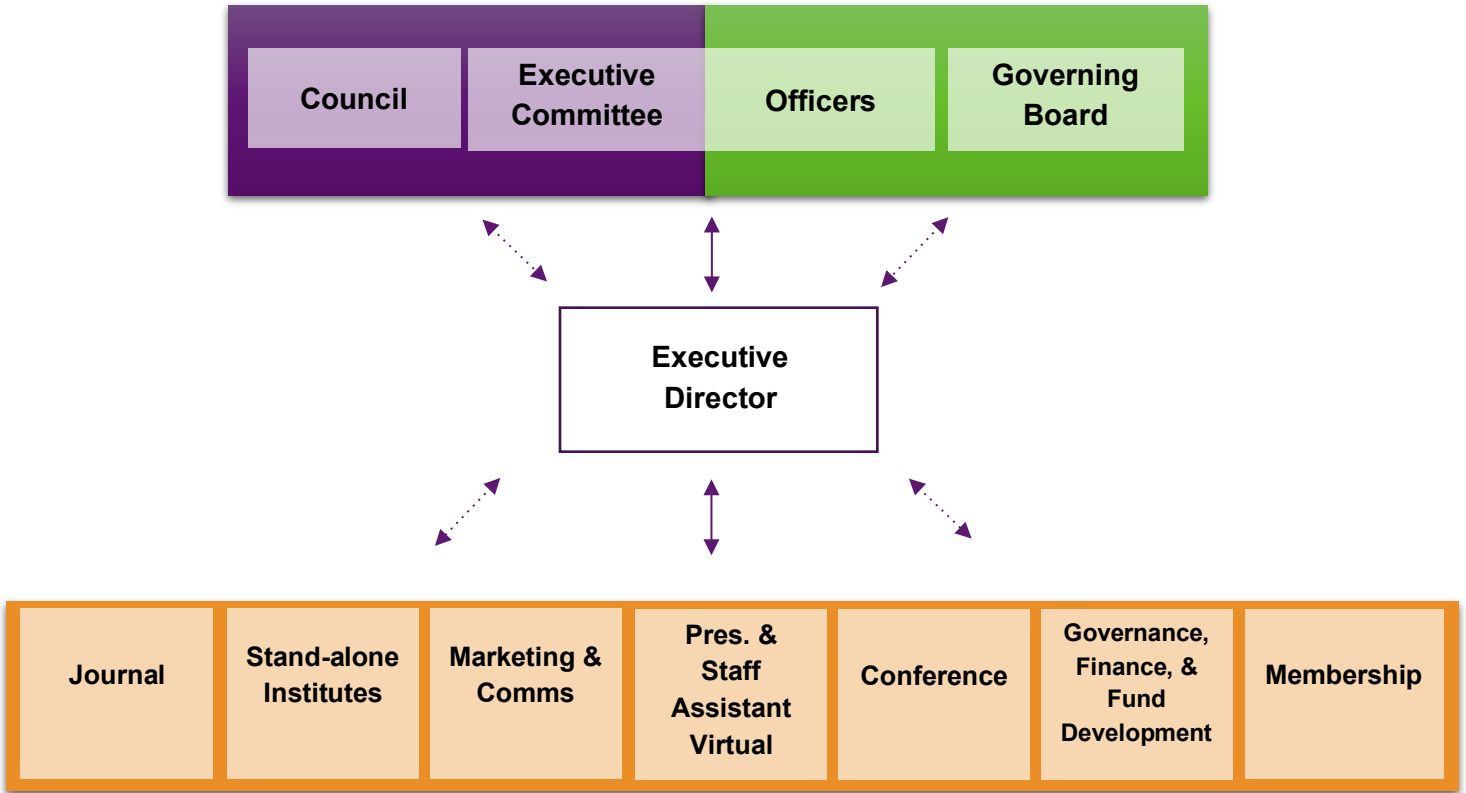
As the organization builds a national board to support expansion through building strategic partners and raising funds, the Council will look at the possibility of recruiting former college presidents, high-profile Latinx and other leaders of color, and former government insiders/influencers to serve as Board members.

Decision-Making Model. AHSIE Governing Board and Council members will strive for consensus, a process wherein all views are explored and every effort is made to craft a decision that all members can embrace. If consensus cannot be reached, the organization will make decisions based on majority rule following Robert's Rules of Order. During meetings, a quorum is constituted by a majority of elected members (in the case of the Council) or appointed members (for the Governing Board), and decisions approved by a majority of the members at meetings where a quorum has been established will be considered the action of the group as a whole.

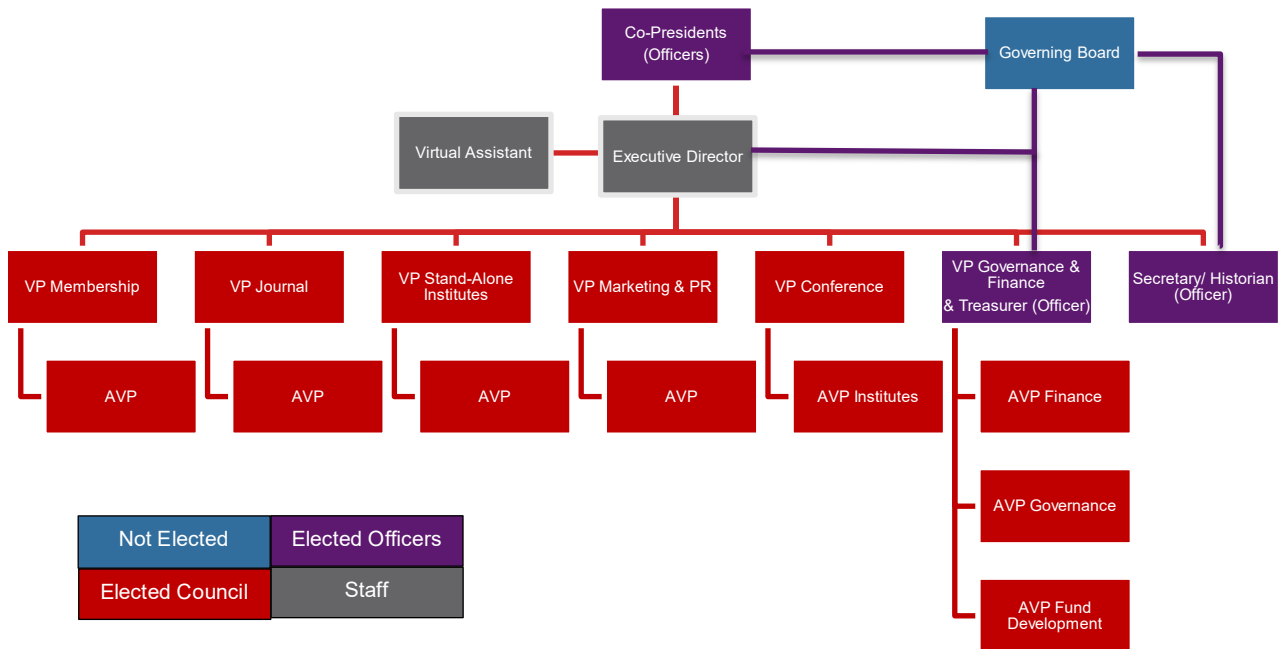
Proposed Relative Roles Summary

AHSIE Council	AHSIE Governing Board
Elected by AHSIE Membership	Invited to be a part of the board by AHSIE Exec Committee, vetted through AHSIE Council and existing Board Members
AHSIE members, maximum #	Includes AHSIE Exec + others, up to #
Represents the practitioner community	Represents broader national community
Provides strategic guidance, development, and implementation of programs for AHSIE	"Give or Get Board" – each personally donate \$2,000 and raise a minimum of \$8,000, total \$10,000
Responsible for fiscal health of the organization by budgeting for programs appropriately, making sure programs operate in the profit, etc. – no official fiduciary responsibility	Responsible for fiscal health of the organization – official fiduciary responsibility
Provides strategic guidance and dissemination of best practices for HSI student success	Provides strategic guidance and positioning of AHSIE in national landscape of support for HSI institutions
Works collaboratively with AHSIE staff	Executive Director reports to the Co-Presidents and Governing Board
Programmatic policies, goals and objectives	Organizational policies, goals and objectives
Meets Monthly	Meets Quarterly
Elected for a three-year term with a maximum of three consecutive terms	Appointed for two-year term with a maximum of three consecutive terms
Sets overarching strategic direction – annual joint meeting/retreat for this purpose to ensure alignment between programmatic and organizational policies, goals and objectives; reach consensus on the appointment of new governing board members to fill vacant positions on Governing Board	

Organizational Frame



Organizational Chart



Notes on roles and levels of authority:

The Executive Director (ED) should not do the following without express direction from the Council:

- Exceed spending limits before authorization
- Commit organization to do new projects or initiatives without Council approval

The Governing Board should not do the following without consulting the Council:

- Change the organization's mission or strategic direction

During the interim (between adopting this plan and hiring an executive director), executive director authority will be vested in the co-presidents.

Top Skills for ED Candidates:

- Fundraising and development will be more important than experience in grantwriting, since AHSIE Council members typically have these skills. (and AHSIE does not want to compete with HSI members for HSI funds.)
- Contract management is essential (e.g. monitor contracts with Excelencia, HACU, US Dept of Education)
- Event management
- Emotional/social intelligence – code switching between practitioners, funders, sponsors, etc.

Experience Priorities for ED Candidates:

- Nonprofit Management
- Collaborative partnerships – co-hosting, cross-sector/intersectional collaboration (Nonprofits, for-profits, colleges)
- Relationship/coalition building
- Operating in a virtual work environment
- Strong communications track record (including storytelling to drive engagement)

Characteristics/Values of ED Candidates:

- Equity-minded: grounded, understanding the work that needs to be done
- Charismatic: need to be engaging, captivating attention of others to get the work done
- Collaborative: relational and cooperative attitude
- Optimistic: enthusiasm to create opportunities
- Transparency around their intentions for this role

Other ED Hiring Considerations:

- The Council will strongly encourage Latinx candidates to apply (even one that requires additional training) and is willing to do an extensive search for the right person
- Equitable screening practices will inform the hiring process
 - Review resources on equitable hiring
 - Create list of non-negotiable traits before starting the search
 - Conduct name-blind resume reviews
- Financial support for ED salary - e.g. writing and winning multi-year operational grants from foundations

Note: Word cloud feedback on Council member hiring priorities is attached as Appendix B and a proposed Position Description for the Executive Director is attached as Appendix C.

Risks and Risk Mitigation

Primary Risks	Assessment and Recommended Ways to Minimize Primary Risks
<p>Not Keeping Pace with the Expansion of HSIs and Growth in Practitioners</p>	<p>As noted in the strategic plan, HSIs are expected to increase in the next several years, as will the number of practitioners needing the type of support AHSIE offers. This will include institutions in areas with significant growth in the Latino population and new project directors in areas not currently served by AHSIE.</p> <p>Mitigation: The organization will be served by engaging leaders from emerging areas as part of the AHSIE leadership team; building strategic partnerships with mission-aligned organizations; and identifying growth areas and making programs more available in those areas.</p>
<p>Role Confusion among Council, Board, and Executive Director</p>	<p>Hiring staff for the first time is typically accompanied by stress for board members who have been involved in programs and operations.</p> <p>Mitigation: The key mitigation strategy is to clearly define roles and levels of authority for the Council, Board, and Executive Director. This typically involves a detailed position description and other policies that limit the autonomy of staff (e.g. the annual budget; check writing authority). In addition, translating the organizational vision into a clear, realistic, and achievable action plan supported by committed leadership will reduce role confusion.</p> <p>The new “bi-cameral” governance structure of AHSIE also presents possible role confusion as responsibility for policy and oversight is divided between the Council and a new Governing Board. Again, clearly defined roles for each will limit the risk of conflict to a degree. Sharing an executive committee to support communication will also reduce the probability of conflict arising from role confusion or “turf issues.”</p>
<p>Inattention to Member Relations</p>	<p>As the organization grows in size and complexity of members, the challenges of maintaining effective communication between the organization and its members grows.</p> <p>Mitigation: Limiting risk in this area will be achieved, in large measure, by empowering staff to facilitate communication with members and volunteers, again setting limits by articulating specific communication responsibilities retained by the Council.</p> <p>Another aspect of member relations is adapting programs to serve the evolving needs of practitioners who have already received professional development services from AHSIE. In the future, the organization may need to add or adapt programs to meet the needs of its more experienced member practitioners.</p>

Primary Risks	Assessment and Recommended Ways to Minimize Primary Risks
Mission Creep	<p>The issues surrounding integration of and support for Latinx students on campus have been elevated by the current national conversation on diversity, equity, and inclusion. With so much work to be done, it will be important for AHSIE to avoid trying to be “all things to all people” in the Hispanic Serving Institutions space.</p> <p>Mitigation: Key mitigation strategies may include reviewing the mission statement regularly to assure programs are aligned with AHSIE’s stated mission; developing a set of decision-making criteria (or “strategy screen”) for evaluating opportunities for program development as they arise; and</p>
Lack of Attention to Systems	<p>Running a growing membership organization effectively will eventually down to effective systems for data management (both contact information and financial data).</p> <p>Mitigation: In future years, AHSIE will be served by a CRM system to manage membership growth and fundraising as well as accounting software that will support reporting to an increasing complex network of stakeholders.</p>
Inability to Generate Sufficient Revenue to Support Staff	<p>Hiring full-time staff for the first time is a big step in the life of any nonprofit. It requires either additional fundraising or a commitment of reserves or both.</p> <p>Mitigation: There are three primary strategies for managing the financial risks of hiring an executive director for the first time:</p> <ul style="list-style-type: none"> ▪ Choose wisely. The first hire should be someone who is not only a “fit” culturally (with the organization and its members) but also a person who has shown entrepreneurial initiative in fundraising. ▪ Embrace fundraising as a shared responsibility. The new Executive Director can’t raise funds alone. She or he will need the Council’s and the Governing Board’s support in identifying prospects, cultivating key institutional supporters, and making the case for AHSIE. The shared responsibility for fundraising should be reflected in the statement of responsibilities (or “job description”) for the Council and the Governing Board. ▪ Be patient. Generating general operating support through institutional fundraising is a long game. In addition to shouldering part of the responsibility for fundraising, make sure AHSIE gives the new executive director sufficient runway to raise the additional funds to support growth.

<p>Making a Wrong Hire</p>	<p>Even under the best circumstances, problems of “fit” between a new Executive and the existing leadership and needs of the organization may arise, particularly as an organization is transitioning for an all-volunteer leadership team to employing executive staff.</p> <p>Mitigation: While it’s never possible to know whether or not a new staff person will be a perfect fit for the organization, it is possible to reduce the likelihood of making a bad hire. First, spend time articulating the skills, experience, and characteristics desired in the executive director. Then, conduct a methodical search that includes time for finalists to meet the full board. Next, provide for a thorough onboarding process to ground the new Executive Director in the history, context, and programs of AHSIE, as well as the functioning of the Council and Governing Board. Finally, if you cannot find the perfect fit during an initial search period, give yourself permission to start over and get it right.</p>
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Conclusion

Completion of this business plan is an important milestone for AHSIE, representing a shared vision for the development of the organization among AHSIE’s leaders. As significant as this step is, it is only the beginning of a transition to a new operating model with greater capacity for serving HSIs and the practitioners who work within them to support the success of Latinx students. Success in the coming months will depend upon a number of important factors, including:

- Acquisition of foundation support for implementation of this plan
- Commitment by every Council member (and every new governing Board member) to the realization of AHSIE’s potential as a national organization with the staff and systems capacity to effect change in the field of higher education
- Full and independent functioning of AHSIE committees in pursuit of their committee charges and scopes of work, with a commitment to accountability for results
- Regular and transparent reporting of progress against the goals and activities set forth in this plan to support learning and course adjustment
- Robust internal communication to assure that actions to advance this plan are coordinated and aligned with the shared vision of AHSIE’s leadership

There never been a time when the mission and track record of AHSIE have been more aligned with the needs of higher education generally and the potential of HSIs particularly. Falling behind and failing to support the growth of HSIs and the Latinx students served by them would represent an enormous missed opportunity. Successful implementation of this plan will have lasting impact on the field of higher education and will secure AHSIE’s position as a key national player in advancing the interests of Latinx students and the institutions that serve them. These institutions need AHSIE now more than ever. Students’ lives hang in the balance. The future calls.

Appendix A: Potential Partner and Competitor Analysis

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
Customers/members (such as number of customers/members, customer/member satisfaction, customer/member retention)	<ul style="list-style-type: none"> ▪ 302 HSIs ▪ 28 Hispanic Serving School Districts ▪ 36 International Institutions ▪ 116 Associate Member Institutions ▪ 1,791 Conference Attendees 	150 institutions	<ul style="list-style-type: none"> ▪ Institutions ▪ Individual faculty members 	<ul style="list-style-type: none"> ▪ Students ▪ Faculty ▪ Staff 	<ul style="list-style-type: none"> ▪ SACNAS is chapter based (115) and over 4,000 members. While the make up of those chapters are a cross section of institutions nation wide ▪ AHSIE represents 500-600 practitioners from over 100 different institutions.
Partners/partnerships	<ul style="list-style-type: none"> ▪ 43 Partner Institutions ▪ 108 listed for 2018 on website (attached list) 	<ul style="list-style-type: none"> ▪ Bill & Melinda Gates Foundation ▪ Kresge Foundation ▪ Strada Education Network ▪ Lumina Foundation ▪ Andrew W. Mellon Foundation ▪ ECMC Foundation <p><u>Among others</u></p>	<ul style="list-style-type: none"> ▪ Educational Testing Service ▪ National Center for Institutional Diversity ▪ Foundations, like Lumina Foundation ▪ Business partners ▪ The Hispanic Outlook in Higher Education ▪ Journal of Hispanic Higher Education ▪ Southwest Airlines ▪ PepsiCo ▪ The PhD Project ▪ UPS 	<ul style="list-style-type: none"> ▪ Grants: NIGMS, NSF ▪ Leadership: Genentech, Howard Hughes Medical Institute, AAAS ▪ Entrepreneurship: VentureWell ▪ Media: New Scientist, Diversity in Action, Diversity Comm, Prospero Latino ▪ Native Partners: American Indian Higher Education Consortium, American Indian Science & Engineering 	<ul style="list-style-type: none"> ▪ AHSIE has no “formal” partnerships, only informal relationships with HACU and Excelencia

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
				Society, Indian Health Service, Native American Research Centers for Health	
Media attention/publicity	1 st (88,300 branded news hits)	4 th (682 branded news hits)	5 th (140 branded news hits)	3 rd (1,220 branded news hits)	<ul style="list-style-type: none"> ▪ 2nd (3,960 branded news hits) ▪ Q: What does this count? 2nd ranking appears “positive” but without clear measurement it is meaningless. ▪ A: The ranking is an indicator that media is aware and interested in covering the organization, but further analysis would be needed to assess the sentiment of coverage.
Staff	Large 100+ staff	14 staff members <ul style="list-style-type: none"> ▪ president, CEO, exec asst., Constituency Engagement Mgr (2), Institutional 	Lean	14 staff members	<ul style="list-style-type: none"> ▪ AHSIE has no staff at present other than a virtual administrative assistant qt 10hrs per week.

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
		<p>Practices Mgr., Policy & Research Analyst, Senior Associate, Senior policy & Research analyst, VP for finance & operations, institutional practices coord., program assistance coord., program manager, digital manger</p> <ul style="list-style-type: none"> ▪ Staffing is differentiated. Sarita Brown, as president of Excelencia and Deb Santiago as CEO have a separation in duties that allow them to be highly effective with a lean staff 			
Board	<ul style="list-style-type: none"> ▪ 19 member governing board composed of education institution leaders (Presidents / Chancellors / 	<ul style="list-style-type: none"> ▪ 11 board members, college/university CEOs, media heads, state and national experts ▪ Sarita E. Brown 	<ul style="list-style-type: none"> ▪ 5 Officers (Elected Annually) ▪ Patricia Arredondo (Chair) Biography(2019-2022), Arredondo 	20 member board composed of an executive officers (4) and leadership (6) They are made up of a mix of industry and higher education	<ul style="list-style-type: none"> ▪ AHSIE compares unfavorably with leadership hierarchy of board composition

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
	<p>Rectors), a Superintendent (K-12), and a Division Leader (Private Sector)</p> <ul style="list-style-type: none"> ▪ 9 member Philanthropic Council 	<ul style="list-style-type: none"> ▪ Marie Therese Dominguez, Commissioner, NY State Dept of Transportation ▪ Maria Harper-Marinick, Chancellor, Maricopa Community College District ▪ Andres Henriquez, VP of STEM Learning in Communities NY Hall of Science ▪ Martha Kanter, ED College Promise Campaign ▪ Arturo Madrid, Murchison Distinguished Professor Emeritus, Trinity University ▪ Ray Martinez III, President independent Colleges and Universities of Texas, Inc 	<p>Advising Group, Phoenix, AZ</p> <ul style="list-style-type: none"> ▪ Victor B. Saenz (Chair Elect) Biography(Board Term Expires 2020) Professor & Chair, The University of Texas at Austin ▪ Loui Olivas (President) Biography(Board Term Expires 2021) ▪ JoAnn Canales (Immediate Past Chair) Bio(Board Term Expires 2021) Texas A&M University- Corpus Christi ▪ Carmen Martínez-López (Treasurer) Biography(2019-2022)Dean School of Business Westchester ▪ 6 Board Members (Terms) Dean Texas State U – San Marcos President Montana State U Principal Estrada 		<ul style="list-style-type: none"> ▪ AHSIE has no development board ▪ AHSIE has no business or community members on our board

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
		<ul style="list-style-type: none"> ▪ Luis Rosero, VP of Government Affairs, NBC Universal Telemundo ▪ William Serrata, President El Paso CC ▪ Juan Francisco Suarez, Co-Founder Media Moon Communications ▪ Belle Wheelan, President, Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 	<ul style="list-style-type: none"> Consulting VP Nevada State College Social Entrepreneur Podcast Host at Latinx America Prof. St Mary's School of Law San Antonio TX ▪ Emeriti & Founding Board VP CSU San Bernardino Prof Univ of Texas Austin VP Hispanic Research Centr President CSU Fullerton Sr VP State Farm Insurance Prof Northampton College Sr Associate Excelencia President Miami-Dade College President Univ of TX San Ant ▪ Emeriti Board Members Corporate VP Cargill Lumina Foundation Trustee CSU System Researcher Univ of Incarnate Word, TX 		

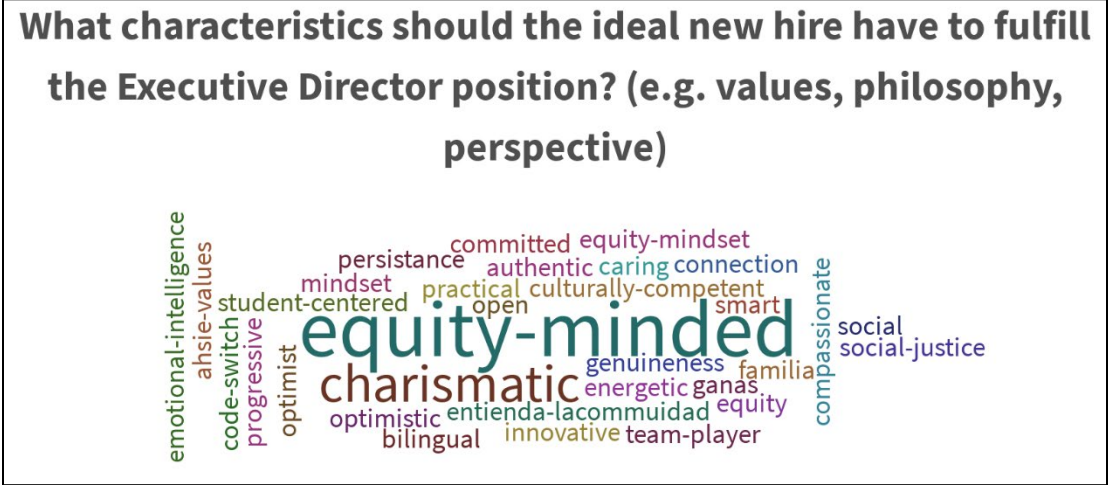
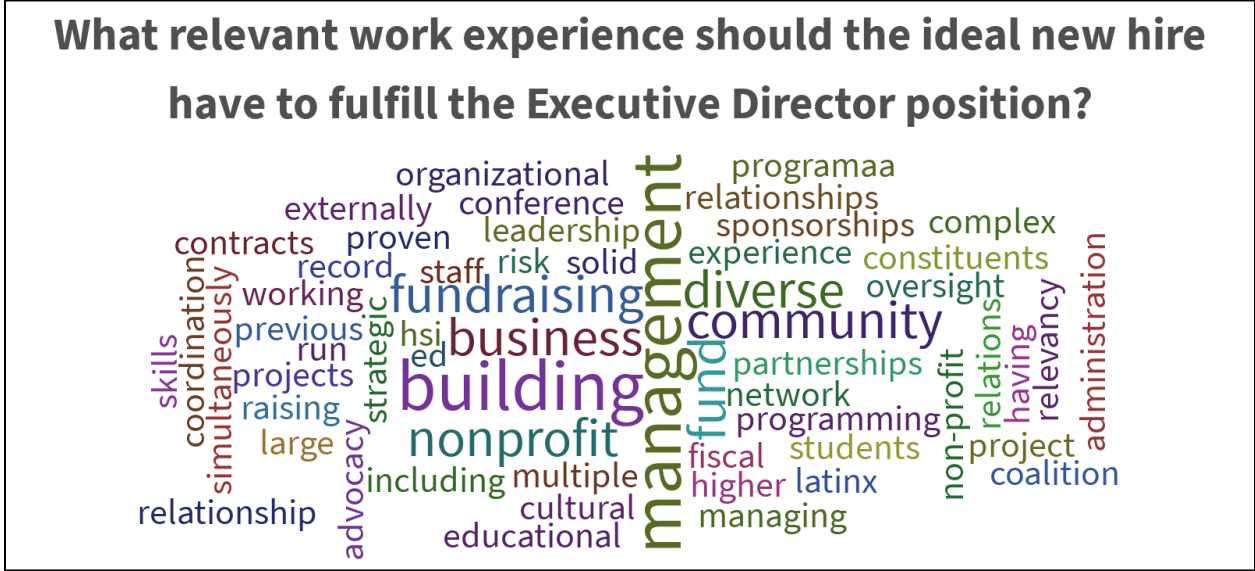
Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
Volunteers		None		Has a portal for volunteering and seems to be large	AHSIE volunteers come forth as needed when a “Call for Volunteers” is posted on social media or through direct emails to members. This effort is inconsistent, however, and needs more development.
Diversity of funding	<p>2018 Financial show</p> <ul style="list-style-type: none"> Revenues of \$11,745,295 <p>Breakdown</p> <ul style="list-style-type: none"> 56% Government 23% Membership Dues 9% Corporate / Foundation 11% Conferences 1% Other / Individual Expenditures of \$11,262,303 	Primarily via grants from a variety of funders. Recently selected by Gates Foundation as an Intermediary of Scale organization – has potential to receive millions over the next 10 years		<p>2018 Financials</p> <ul style="list-style-type: none"> 4.5 million in revenues 4.2 million in expense 	<ul style="list-style-type: none"> AHSIE lacks diversity of funding. Majority derives from registration fees, remainder from sponsorships Donations and grants also lacking in AHSIE
Major Funding Sources	<ul style="list-style-type: none"> \$11.2M (2018) 55% Federal grants, 22% dues, 10% conference fees 	<ul style="list-style-type: none"> \$4.5M (2017) 75% Grants/Gifts, 10% program services 	<ul style="list-style-type: none"> \$0.5M 100% Grants 	<ul style="list-style-type: none"> \$3.7M (2018) 40% Conference registration, 23% conference exhibition, 14% government grants 	<ul style="list-style-type: none"> AHSIE funding sources are event registrations

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
Programs or services <i>(type, quality, number of services provided)</i>	<ul style="list-style-type: none"> ▪ Advocacy, policy, lobby focus ▪ Student engagement ▪ Aggregate data ▪ Promote work of HSIs 	<ul style="list-style-type: none"> ▪ Research and publish findings around Latino student success ▪ Excelencia in Action membership ▪ Seal of <i>Excelencia</i> was launched, becoming the first national certification for colleges and universities intentionally serving Latino students while serving all students ▪ Examples of Excelencia award program- America's first and only national initiative to recognize evidence-based practices improving Latino student success in higher education, generated nominations from 32 states, DC, and 	<ul style="list-style-type: none"> ▪ Recently started the New Leadership Academy Fellowship Program to influence events inside and surrounding institutions ▪ Mentoring graduate fellows ▪ Developing faculty to get on tenure track ▪ Research and scholarly leadership (Latino/a Student Success Institute, Outstanding Dissertations Competition, scholarly commissioned papers) 	<ul style="list-style-type: none"> ▪ Career Center job board ▪ Chapter Membership ▪ Largest National Diversity in STEM Conference ▪ Regional events for networking, student presentations, and community building ▪ Leadership Programs for students and professionals ▪ Honor Excellence award program ▪ Native American scholarship and cultural programs ▪ Science policy 	<ul style="list-style-type: none"> ▪ AHSIE's Mission is not "advocacy, policy making, or lobbying" ▪ AHSIE does not directly engage with students ▪ AHSIE does not promote or produce aggregate data for the sector ▪ AHSIE does promote the work of HSIs albeit via the practitioners who work there.

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
		Puerto Rico in 2019 <ul style="list-style-type: none"> ▪ Evidence-based programs in the Growing What Works database ▪ Accelerating Latino Student Success (ALASS) Institute ▪ Celebración de Excelencia event 			
Mission-related impact	HACU National Internship Program (HNIP) has placed more than 12,000 talented college students who have demonstrated high levels of academic performance in paid internships with federal agencies and corporations throughout the United States.	<ul style="list-style-type: none"> ▪ Expand knowledge through research ▪ Build will for institutional and policy change ▪ Apply action through programs ▪ Equip the field to excel ▪ Strengthen Excelencia's capacity, visibility, and authority to catalyze change 	<ul style="list-style-type: none"> ▪ Addressing societal issues as they pertain to the growing population. ▪ Convening public discourse focused forums to develop public policy reflecting the changing demographics of our nation. ▪ Preparing more Hispanics to pursue a career in higher education as faculty, administrators and policy makers. 	SACNAS is an inclusive organization dedicated to fostering the success of Chicanos/Hispanics and Native Americans, from college students to professionals, in attaining advanced degrees, careers, and positions of leadership in STEM	<ul style="list-style-type: none"> ▪ AHSIE does not provide a career component, research access and networking

Resource	Hispanic Association of Colleges and Universities (HACU)	Excelencia in Education	American Association of Hispanics in Higher Education (AAHHE)	Society for Advancement of Chicanos/Hispanics & Native Americans in Science (SACNAS)	How Does AHSIE Compare?
Sponsors		Excelencia sponsors page: https://www.edexcelencia.org/about/supporters	19 College/Univ Sponsors: <ul style="list-style-type: none"> ▪ Los Angeles Community College District ▪ CSU Northridge ▪ CSU Dominguez Hills ▪ CSU Monterey Bay ▪ CSU San Bernardino ▪ CSU System ▪ San Diego State University ▪ UC Irvine ▪ UC San Diego ▪ U of Southern California 	SACNAS partnership prospectus: https://www.2020sacnas.org/wp-content/uploads/2020/02/2020PartnerProspectus.pdf Grant, Leadership, Entrepreneurship , and Media) partners: https://www.sacnas.org/who-we-are/our-partners/	AHSIE 2020 Sponsors: http://www.ahsieconference.org/sponsor-2020-sponsors.aspx <u>Sponsors include:</u> Gold: Escala, Ocelot; Bronze: San Jose City College; Institutional Plus: Adams State, Cal Lutheran University, University of Central Florida, San Diego Mesa College, Mt. San Jacinto College, Riverside Community College District; Institutional: University of the Incarnate Word, Mountain View College
Comments		Political clout using personal social networks	Organization's Address: 1100 S. Cady Mall, 2nd floor, Suite A207E, Tempe, AZ 85287-5303		

Appendix B: Council Member Hiring Priority Word Clouds



Appendix C: Proposed Position Description

Executive Director, AHSIE

Reporting Relationship:

The Executive Director will report to the Executive Committee (comprised of the officers of both the Governing Board and the Council) through the board president. In executing on plans and policies, the Executive Director will be empowered to hold Council members, contractors, and other staff members for implementing programs and operating activities that advance AHSIE's mission.

Position Summary:

The Executive Director is responsible for the overall administration and management of AHSIE, including service programs, fund-raising, and business operations. Areas of responsibility include program development and administration, personnel and fiscal management, and public relations.

Responsibilities:

Fiscal

- Identify (and submit to Council) program expenses to be included in the budget
- Support the collection of financial information (e.g. invoices and other evidence of financial activity) as needed
- Provide for proper fiscal recordkeeping and reporting
- Prepare, provide, and curate financial reports that illuminate financial position, recent performance, and trends that will impact the future stability of AHSIE
- Implement the business plan developed by the board in early 2020 and, in future years develop and execute future business plans to sustain and grow the organization

Fundraising

- Identify institutional funder prospects
- Develop funding proposals, including proposal narratives and budgets
- Manage grants, including developing and submitting report narratives, program outcomes data, and financial data required by institutional funders
- Ensure compliance with funding sources and regulatory compliance
- Process annual membership dues

Personnel

- Administer Council- and Board-approved personnel policies

- Ensure proper/legal hiring and termination procedures
- Provide adequate supervision and evaluation of all staff, contractors, and volunteers
- Develops and maintains personnel records system

Council and Board Support

- Keep the Council and Board fully informed on the condition of the organization, providing regular budget and program reports
- Assist the Board President (or Co-Presidents) in planning the agenda and materials for the board meetings
- Facilitate orientation of new Council and Governing Board members
- Work with the board to identify funding opportunities
- Staff board committees as needed
- Support Governing Board through research to inform organizational level policy and planning
- Support Council through research to inform program policy development and planning

Program and policy implementation

- Serve as the primary point of contact for all member and partner inquiries
- Develop and implement programs and hold Council members, contractors, and other staff members involved in programs and operations accountable for their role in implementation
- Report on any challenges implementing programs and/or policy
- Provide regular program reports to the Council, including performance measures
- As needed (and approved by the Council), hire and supervise other employees and contractors
- Maintain internal communications and a climate that attracts and motivates top quality people – including volunteers

Required Skills, Experience, and Characteristics (to be finalized)

Required Skills for ED Candidates:

- Fundraising and development will be more important than experience in grantwriting, since AHSIE Council members typically have these skills. (and AHSIE does not want to compete with HSI members for HSI funds.)
- Contract management is essential (e.g. monitor contracts with Excelencia, HACU, US Dept of Education)
- Event management

- Emotional/social intelligence – code switching between practitioners, funders, sponsors, etc.

Experience Priorities for ED Candidates:

- Nonprofit Management
- Collaborative partnerships – co-hosting, cross-sector/intersectional collaboration (Nonprofits, for-profits, colleges)
- Relationship/coalition building
- Operating in a virtual work environment
- Strong communications track record (including storytelling to drive engagement)

Characteristics/Values of ED Candidates:

- Equity-minded: grounded, understanding the work that needs to be done
- Charismatic: need to be engaging, captivating attention of others to get the work done
- Collaborative: relational and cooperative attitude
- Optimistic: enthusiasm to create opportunities
- Transparency around their intentions for this role

Appendix D: Operations Plan 2020

Co-Presidents Responsibilities: Organization and Leadership Development

Organization and Leadership Development	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Organization Development (Back Office)												
Assess back office systems and software												
Develop protocols for virtual organization (including regular communication between Council and E.D.)												
Purchase additional software or subscriptions to support virtual work environment												
Establish financial protocols to manage risk (e.g. cash controls)												
Develop a process for evaluation of the new E.D. (90, 180 days, then annually)												
Transition to the new E.D.												
Establish a search committee												
Review and affirm position description and posting												
Broadly distribute the PD within Council networks												
Confirm hiring criteria (skills, traits, experience)												
Develop screening tool for resumes												
Develop interview questions												
Conduct interviews - Round 1												
Conduct final interviews/presentations to Council												
Select a payroll/benefits provider												
Check references												
Make offer												
Develop a process and materials for onboarding												
Onboard new E.D.												
Board Development												
Appoint a board development committee or task force												
Affirm the new governance model												
Review council bylaws and identify changes needed												
Develop board member position description												



Organization and Leadership Development	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Develop a plan for communicating with members												
Hold a member meeting (online) to adopt model												
Develop governing board bylaws												
Assess skills and experience of existing officers/appointed members of the governing board to determine gaps/needs												
Affirm selection criteria for new board												
Reach consensus regarding board prospects												
Conduct outreach to governing board prospects												
Elect/appoint new board members												
Onboard new board members												

Governance & Finance Committee

The **Governance and Finance Committee** has responsibility for:

- Creating and updating AHSIE Constitution and Bylaws;
- Establishing Standard Operating Procedures of how the two parts of the Board of Directors and AHSIE Council will work together;
- Monitoring the fiduciary responsibilities of the organization (e.g., Fiscal monitoring, audit, tax filings, insurance)
- Organizing and managing fundraising and fund development.
- Strategic Partnership Development resulting in MOUs.

Specific Activities for each of the above items to include:

1. Creating and updating AHSIE Constitution and Bylaws:
 - a. Gantt Chart:
 - i. Hold Council Elections in Fall;
 - ii. Onboard new AHSIE Council members Jan-Mar;
 - iii. Officially bring on new Council members in March;
 - iv. Elect Council Officers in March (at the conference);
 - v. Update Constitution & Bylaws in August;
 - b. Posting / Sharing the AHSIE Council Member 2020 Election timeline
 - i. Establish Standard Operating Procedures for elections processes for Council and review/revise bylaws;
 - c. Establishing Standard Operating Procedures for how we elect the Board of Directors
 - i. Develop a timeline
 - d. XXX
2. Establishing Standard Operating Procedures of how the two parts of the Board of Directors and AHSIE Council will work together:
 - a. Council Members and Board of Directors sign “Conflict of Interest” statements → annually
 - b. Council Members and Board of Directors sign “Financial Conflict of Interest” form → annually
 - c. XXX
 - d. XXX
3. Monitoring the fiduciary responsibilities of the organization that helps us maintain our non-profit status:
 - a. Timeline: Starts in Jan to meet the April 15th tax deadline → Finance & Governance Committee and Officers.
 - b. Fiscal monitoring (monthly) → Fin & Governance Committee and Officers.
 - c. Audit
 - d. Tax filings
 - e. Insurance
4. Organizing and managing fundraising and fund development:
 - a. Board of Directors handles this task more heavily with Officers’ help.
 - b. Getting sponsors → Ongoing
 - c. Pursuing operating grants from Foundations → Ongoing

d. Collect and document in-kind contributions from AHSIE Council Members → annual basis

5. Strategic Partnership Development resulting in MOUs:
- a. Pursuing national partnerships (i.e., HACU, Excelencia,...)
 - b. XXX
 - c. XXX

Finance & Governance	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
FINANCE												
I Monitoring the fiduciary responsibilities of the organization that helps monitor nonprofit status												
Monthly reporting to EC and AHSIE Council												
End of the year close out												
Creation of new budget for the year												
Quarterly updates on budget status												
Institute budget creation												
Annual Budget creation												
Audit	?											
Insurance												
Tax filing												
II Developing the goals of fundraising and fund development												
Maintain current and development new sponsors												
Attain M&O funds via (grants, foundations, etc.)												
Collect and document in-kind contributions from AHSIE Council												
Board of Directors supervises these tasks with Council assistance												
GOVERNANCE												
III Updating Policy and Procedures												
Creation and revision of Constitution and bylaws												
Announcement of elections and submissions of interest												
Elections												
Announce election results												
Onboard new council (during annual conference)												



Finance & Governance	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Election for Executive Committee												
Establish SOP for election Board of Directors	??											
Conflict of interest forms signed by AHSIE Council and Board of Directors												
Development of MOU's	??											

Conference Committee

(Previously High Impact Practices and Professional Development Committee)

Scope of Work

- Time commitments: Chair —5 hours per week; Members 3 hours per week
- Chair: VP Conference
- Members: VP Membership, Marketing, Sponsorship, Institutes
- All committee members provide input into setting meeting agendas
- Each member takes a lead role in at least one of the major activities listed below.
- Each lead provides a succinct written report (can be via email) on status to date for each committee meeting.

From AHSIE Bylaws the Conference Committee: (some of these need to change in the bylaws)

- Facilitating the development and execution of the annual AHSIE Conference program including defining Conference tracks, calling for and screening presentation proposals, communicating with presenters, evaluating presenters, and sharing conference presentations with AHSIE members;
- Reporting to the Council on high quality conference presentations and making recommendations for targeted presenter invitations;
- Collecting and highlighting high impact practices for AHSIE publications and recommending recognition or member incentive programming (Journal Committee);
- Researching, collecting and disseminating (via AHSIE.org) practices to the AHSIE membership and appropriate constituents (Marketing & Communications Committee);
- Surveying AHSIE membership on professional development needs to improve services offered to members.

The Conference Committee has responsibility for Specific Items:

1. Facilitating the development of the annual AHSIE Conference program including

- A. Conference/Year-long Council Retreat
- B. Recommendation of theme to full Council
- C. Call for presentation proposals (CFP)
 - i. Community of Practice
 - ii. High Impact Practice
- D. Working with conference management company to:
 - i. Recruit reviewers
 - ii. Train reviewers on evaluation of proposals/use of rubric
 - iii. Assign proposals for review to reviewer (5/proposal)
- E. Reviewing rated proposal and make recommendations for acceptance/waitlist
 - i. Review proposals with committee
 - ii. Assign presenters date and time for presentation

F. Communicating with presenters

- i. Inform proposers of accepted proposals and waitlisted proposals
- ii. Inform presenters of logistics at the conference site—time/date of presentation, room assignments, etc.

2. Working with VP of Sponsors in sponsorship development

- A. Airline
- B. Institutional partners
- C. Corporate Conference Sponsors

3. Working with VP of Communication and Marketing to develop conference marketing plan (before, during, after conference)

- A. Website
- B. Social Media
- C. Email

4. Working with VP of Institutes to determine institutes to be offered and secure facilitators

- A. HSI
- B. Student
- C. Project Management
- D. Other?

5. Working with full council to develop list of invited Speakers and determine honorariums

- A. Keynote
- B. President's Panel
- C. National Perspectives
- D. Student Stories/Scholarships

6. Working with conference/event management company

- A. Develop plan for conference registration tiers
- B. Develop a full schedule and schedule at a glance
- C. Confirm speaker and obtain speaker contracts
- D. Determine food selections
- E. Schedule Networking Dinners and Receptions
- F. Volunteer recruitment and allocation
 - i. Presentation facilitators, networking dinners, MC for Keynotes/Plenaries
- G. Conference and session evaluation (SurveyMonkey)



Conference Institutes	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Data Institute Conf Prep												
Draft Agenda												
Finalize Team												
Gather Materials & Place in Dropbox												
Develop Participant Survey												
Transfer Participant Survey on to Survey Monkey, Test & Review												
Launch Survey Monkey to Participants												
Finalize Agenda												
Grantsmanship Institute Conf Prep												
Draft Agenda												
Finalize Team												
Gather Materials & Place in Dropbox												
Develop Participant Survey												
Transfer Participant Survey on to Survey Monkey, Test & Review												
Launch Survey Monkey to Participants												
Finalize Agenda												
HSI Institute Conf Prep												
Draft Agenda												
Finalize Team												
Gather Materials & Place in Dropbox												
Develop Participant Survey												
Transfer Participant Survey on to Survey Monkey, Test & Review												
Launch Survey Monkey to Participants												
Finalize Agenda												

Journal Committee

Peer-Reviewed Online Journal of HSI Best Practices

The AHSIE Journal publishes original research on topics related to the work of the nation's Hispanic Serving Institutions (HSIs) as they work to provide quality, relevant educational opportunities to students from underserved populations, particularly Hispanic students. Topics that are directly useful to practitioners and educators at HSIs, scholars, policymakers and those interested in state-of-knowledge of practices that impact the success of students from underserved populations are also encouraged.

Responsibilities:

- Selecting reviewers,
- Send papers out for review
- Making a recommendation for acceptance or rejection on unusual cases (plagiarism claims and submissions where reviewers can't agree on a decision.
- Make recommendations on special issues,
- Suggest guest editors.
- Promote the journal to their colleagues and peers
- Recruit submissions to the journal

Time Commitments:

Editors: 2-4 hours per week

Reviewers: 4-6 hours every 6 months

AHSIE Journal Review Process

Each manuscript, regardless of type, is first reviewed by the Editors to determine its suitability for publication in the *AHSIE Journal*. If appropriate for the Journal, the Editors will then pass the manuscript to the appropriate Section Editor, based on manuscript type. This process does not signal intent to publish, but rather intent to consider publication. Those manuscripts submitted as Peer Reviewed Scholarly Articles will then undergo a double-blind review process with publication decisions ultimately recommended by the Section Editor to the Journal Editor. All other manuscript types will be passed to the appropriate Section Editor and reviewed, with the assistance of peer reviewers with dispositions decided upon by the Section Editor.

Immediate steps needed:

- Post the call for reviewers (edited version sent to Tanya) on our website. We need our signatures as editors (Maria, Jeannie, Marla)
- After potential reviewers submit their application, editors review and then guide them to Editorial Manager to register on the site
- We share the video links for training with them in Editorial Manager/Aries
- We need to track that they've completed the training so we can then mark them as ready to receive reviews
- Editorial Manager will track once they are assigned an article to review.
- Once a decision is made (accept, revise and resubmit, reject), we inform the author through Editorial Manager.

- Once the process is complete and the paper is ready for publication, we need to format it so that it appears as a PDF on the member only Journal website.
- Need a website to display journal articles.
- The website should organize the journal entries by volume and issue (Volume 1, issue 1, issue 2, etc.).

Journal	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Online Journal Prep												
Draft Docs												
Review Docs & Finalize Process												
Recruit Reviewers Round 1												
Recruit Reviewers Round 2												
Setup Website												
Website Live w/ Requests for Submissions												
Submission Deadline												
Peer Review												
Reviews prepped and sent to writers												
Re-writes deadline												
Administrative Review & Prep for Publication												
Published online (10 papers each for 2018 & 2019; Cycle to two publications beginning 2020)												

Marketing & Communications Committee

Time commitments: Chair and Vice Chair – 4 hours per week; Members 2 hours per week.

- All committee members provide input into setting meeting agendas.
- Each member takes a lead role in at least one of the major activities listed below.
- Each lead provides a succinct written report (can be via email) on status to date for each committee meeting.

The Marketing & Communications Committee has responsibility for:

- Developing and executing an annual marketing plan for events and initiatives of the Alliance, including the Annual Conference and other Alliance events and initiatives;
- Creating and distributing the Alliance's communications to our members;
- Identifying marketing venues (websites, publications, meetings of other organizations, etc.) for increasing the visibility of the Alliance;
- Managing and maintaining the AHSIE website, including the timely posting of information provided by other committees of the Alliance.

In Collaboration with Membership Committee:

- Engage members through regular scheduled information sessions and networking opportunities (e.g., Webinar)
- Engage new awardees to introduce them to AHSIE (e.g., email/welcome letter to new awardees, spotlight new awardees on website and at conference, buddy system with regional HSI, webinar to introduce them to AHSIE at conference)
- Coordinate with Dept. of Education to obtain list of new awardees.

Specific Activities for each of the above items to include:

1. Developing and executing an annual marketing plan & Gantt Chart for events and initiatives of the Alliance, including the Annual Conference and other Alliance events and Stand-Alone Institutes:
 - a. Data Institute (Date)
 - b. Grantsmanship Institute (Date)
 - c. Project Management Institute (Date)
 - d. Annual Conference (March 2021)
2. Creating and distributing the Alliance's communications to our members via:
 - a. AHSIE website
 - b. Social media: Twitter, Instagram, LinkedIn, Facebook
3. Identifying marketing venues for increasing the visibility of the Alliance;
 - a. Review websites where we can advertise AHSIE

- b. Research organizations (HACU, Excelencia, etc.) where we can advertise
 - c. Review publications where we can advertise
 - d. Review meetings of other organizations where we can advertise
4. Managing and maintaining the AHSIE website, including the timely posting of information provided by other committees of the Alliance.
- a. Adopt and maintain a more user-friendly webpage
 - b. Post pics and bios of council members
 - c. Develop a system of collecting resources and expertise of AHSIE member campuses for sharing on the AHSIE website
 - d. Develop and update regularly a “News” tab on the AHSIE website
 - e. Develop and update a “Careers” tab on the AHSIE website
 - f. Develop and update a “Journal” tab on the AHSIE website
 - g. Develop and update an “Events” tab on the AHSIE website
 - i. Post photos from past conferences
 - ii. Link the PDF of the Conference Program on the Conference tab
 - iii. Link the PDF of the Stand-Alone Institutes Agendas on the Events tab
 - h. Develop and maintain the “Membership” tab on the AHSIE website
 - i. Post recordings of conference sessions
 - ii. Post PowerPoint slides of conference sessions
5. Engage new awardees to introduce them to AHSIE (e.g., email/welcome letter to new awardees, spotlight new awardees on website and at conference, buddy system with regional HSI, webinar to introduce them to AHSIE at conference)
6. Coordinate with Dept. of Education to obtain list of new awardees.

Strategic Plan Items	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
I. Developing an Annual Marketing Plan for Events & Initiatives of the Alliance (Work with VP of Stand Alone Institutes)												
Data Institute TBA												
Grantsmanship Institute TBA (Inez)							X					
Project Management Institute TBA (Adrienne)											X	
Annual Conference - March (Paloma)			X									
Setup Website												

Strategic Plan Items	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
II. Creating and Distributing Alliance's communications to members												
AHSIE website												
Social Media: Twitter, FB, LinkedIn, Instagram												
Review Survey Monkey data of Conference attendees. Make recommendations for next year												
Publish Survey Monkey results to Participants of Annual Conference												
Distribute Survey Monkey on Membership Site to request webinar or discussion threads												
Create marketing material (e.g., Save the Date, Registration, Call for Proposals/Papers) for AHSIE events and distribute to members and social media												
III. Identifying Marketing Venues to increase visibility of the Alliance												
Review academic journals to post AHSIE info												
Review online websites to advertise AHSIE												
Contact organizations (e.g., AAHHE, HACU, Excelencia,...) where we can post AHSIE info												
IV. Managing and Maintaining the AHSIE website												
Post pics and bios of new council members on website and social media.												
Update "Resources" tab on the AHSIE website												
Update the "AHSIE Journal" page on the AHSIE website (quarterly??)												
Post recordings of conference sessions												
Post photos from previous conferences												
V. Recruit & Engage Members through regular scheduled activities (Work with VP Membership)												

Strategic Plan Items	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Information Sessions for new awardees												
Engage through online networking opportunities												
Obtain list of Title V awardees												
Introduction letter/email												
Zoom - Informational Welcome to AHSIE												
Institutes												
Project Management												
Define Save the date												
Release Save the date												
Recruit facilitators												
Promote facilitators and agenda												
High level agenda												
Finalize detailed agenda												
Facilitators get material ready												
Registration opens												
Virtual platform training												
Marketing												
Event												
Send evaluations												
Post event and eval review												
Grantsmanship												
Define Save the date												
Release Save the date												
Recruit facilitators												
Promote facilitators and agenda												
High level agenda												
Finalize detailed agenda												
Facilitators get material ready												
Registration opens												
Registration continues												
Virtual platform training												
Marketing												
Event												
Send evaluations												
Post event and eval review												

Membership Committee

The Membership Committee has responsibility for:

1. Researching, collecting and disseminating (via AHSIE.org) practices to the AHSIE membership and appropriate constituents;
2. Surveying AHSIE membership on professional development needs to improve services offered to members.
3. Developing and executing an annual plan for (a) improving technical assistance services offered to members, (b) increasing the ability of HSIs to access Federal funding (via such means as the HSI Grantsmanship Institute), and (c) identifying and reaching out to under-represented regions/groups of HSIs, and thereby increasing membership;
4. Establishing communications, cooperation and partnerships with other AHSIE member campuses and HSI-related organizations;
5. Securing facilitators and experts to deliver technical assistance services for members;

Stand-Alone Institutes

(Previously Strategic Partnerships)

Time commitments: Chair and Vice Chair – 4 hours per week; Members 2 hours per week.

- All committee members provide input into setting meeting agendas
- Each member takes a lead role in at least one of the major activities listed below.
- Each lead provides a succinct written report (can be via email) on status to date for each committee meeting.

List of Institutes:

- Project Management
- Grantsmanship

Stand-Alone Institutes has responsibility for:

- Developing and executing an annual plan for (a) improving technical assistance services offered to members, (b) increasing the ability of HSIs to access Federal funding (via such means as the HSI Grantsmanship Institute), and (c) identifying and reaching out to under-represented regions/groups of HSIs, and thereby increasing membership;
- Establishing communications, cooperation and partnerships with other AHSIE member campuses and HSI-related organizations;
- Securing facilitators and experts to deliver technical assistance services for members;

- Increasing the ability of HSIs to access Federal funding (via such means as the HSI Grantsmanship Institute);
- Cultivating interest in future host sites for the annual conference and institutes.

Specific Activities for each of the above items to include:

I. Developing and executing an annual plan for:

- a. Improving technical assistance services offered to members
- b. Develop, launch and manage AHSIE Peer-Reviewed Online Journal
 - 1. Recruit reviewers
 - 2. Recruit submissions
 - 3. Produce Online Journal Annually to begin moving to Semi-Annual
- ii. Develop and execute topic specific Institutes i.e. Project Management Institute, Data Institute, Equity Institute, etc.
 - 1. Develop partnerships with external organizations/institutions as appropriate to execute institute
 - 2. Recruit presenters
 - 3. Develop content

II. Deliver institute

- a. Increasing the ability of HSIs to access Federal funding (via such means as the HSI Grantsmanship Institute)
 - i. Design/update and execute annual stand along HSI Grantsmanship Institute – may be theme based i.e. STEM Grantsmanship Institute, NSF Grantsmanship Institute, Dept of Ed Grantsmanship Institute
 - 1. Develop partnerships with external organizations/institutions as appropriate to execute institute
 - 2. Recruit presenters
 - 3. Develop content
 - 4. Deliver institute
 - ii. Review all grantsmanship related conference proposals for the annual AHSIE Conference
 - iii. Execute basic Grantsmanship Institute at annual AHSIE Conference
 - 1. Recruit presenters
 - 2. Develop content

- 3. Deliver institute
- b. Identifying and reaching out to under-represented regions/groups of HSIs, and thereby increasing membership
 - i. Develop and execute an outreach plan based on emerging HSI data from HACU, Excelencia, Department of Education Title V and USDA HSI programs to reach specific individuals within institutions.
 - 1. Collect and review emerging HSI and existing HSI data from HACU, Excelencia, Department of Education Title V grantees and USDA HSI programs annually
 - 2. Send outreach and introductory materials to individuals
- c. Establishing communications, cooperation and partnerships with other AHSIE member campuses and HSI-related organizations;
 - i. Develop a system of collecting resources and expertise of AHSIE member campuses for sharing
 - ii. Develop an “expert resource bank” for various topics on AHSIE website at individual and program level
 - iii. Maintain ongoing relationships with Excelencia, HACU, CAL-HSI, USDA HSI Program, Department of Education HSI program, and NSF HSI Program once established
- d. Securing facilitators and experts to deliver technical assistance services for members
 - i. Covered under I.
- e. Increasing the ability of HSIs to access Federal funding (via such means as the HSI Grantsmanship Institute)
 - i. Covered under I.b.
- f. Cultivating interest in future host sites for the annual conference and institutes.
 - i. In consultation with Executive Committee and AHSIE Council, identify and cultivate specific campuses to serve as annual conference and institute sites.
 - ii. Establish and execute a conference hosting bidding process for interested campuses.
 - 1. Minimum requirements
 - 2. Campus benefits

- iii. Establish and execute an institute hosting bidding process for interested campuses including
 - g. Minimum requirements
 - h. Campus benefits

Key Components for Planning

- Dates
- Location
- Facilitators
- Workshop structure
- Agenda
- Marketing strategy
- Registration fee
- Logistics

Institute: Project Management

Dates:

- Define dates – should be aligned with the workshop structure (3days)
- Workshop structure: Wednesday, Thursday, Friday – 3hrs per day
 - 9:00AM- 12:00PM PTS/12:00PM-3PM EST
- November 18-20, 2020

Location: Virtual platform: Zoom with assumption that we will have less than 100 participants.

Facilitators – we need to have the facilitators identified by June

- Send an email to AHSIE Membership to recruit facilitators
- A couple of AHSIE council members will participate
- Reach out Cal State Channel Island and Ventura College District

Agenda: needs to be done

- High level agenda (May)
- Detailed agenda (Early July)

Marketing strategy: to be done in three phases:

- Save the date (send out by email and social media, and post to AHSIE website by May 15th)
- Promote facilitators and agenda (early August)
- Boost marketing with specific strategies

Registration fee:

- AHSIE Members: \$395
- Non-Members: \$495

Cancellation Policy:

You may cancel your institute registration and receive a full refund, less a \$75.00 processing fee, by notifying AHSIE in writing of the cancellation no later than October 19th, 2020. No refunds will be granted after October 19th, 2020, although substitutions will be allowed at any time.

Refunds and substitutions should be requested by emailing to the following:

E-mail: info@ahsie.org

Logistics:

- Website:
 - Add more description, why should attend, who should attend to PMI webpage
 - Include quotes, photos from past events
 - Once facilitators determined, add bios/pictures
- Monitor registration numbers
- Virtual platform training
- Create meetings and sign-in information
 - Determine and design virtual breakout sessions
- Emails to participants
 - Welcome letter to new PD and invites to PMI
 - Registration thank you email
 - Send outlook workshop invitation
 - Send agenda to participant and meeting instructions
 - Send any conference materials in advance via email
 - Send evaluation survey

Institute: Grantsmanship

Dates:

- Define dates – should be aligned with the workshop structure (2 days)
- Workshop structure: Thursday, Friday – 3hrs per day
 - 9:00AM- 12:00PM PTS/12:00PM-3PM EST

- October 1-2, 2020

Location: Virtual platform: Zoom with assumption that we will have less than 100 participants.

Facilitators – we need to have the facilitators identified by June

- Send an email to AHSIE Membership to recruit facilitators
- A couple of AHSIE council members will participate
- Reach out Cal State Channel Island and Ventura College District

Agenda: needs to be done

- High level agenda (May)
- Detailed agenda (June)

Marketing strategy: to be done in three phases:

- Save the date (send out by email and social media, and post to AHSIE website by May 15th)
- Promote facilitators and agenda (early July)
- Boost marketing with specific strategies

Registration fee:

- AHSIE Members: \$395
- Non-Members: \$495

Cancellation Policy:

You may cancel your institute registration and receive a full refund, less a \$75.00 processing fee, by notifying AHSIE in writing of the cancellation no later than September 1st, 2020. No refunds will be granted after September 1st, 2020, although substitutions will be allowed at any time.

Refunds and substitutions should be requested by emailing to the following:

E-mail: info@ahsie.org

Logistics:

- Website (marketing strategy):
 - Add more description, why should attend, who should attend to grantsmanship webpage
 - Include quotes, photos from past events
 - Once facilitators determined, add bios/pictures
- Monitor registration
- Virtual platform training
- Create meetings and sign-in information
 - Determine and design virtual breakout sessions

- Communication to participants (emails):
 - Letter to new current awardees who would likely be reapplying (those whose awards are mid-end of award) and invite to Grantsmanship
 - Registration thank you email
 - Send outlook workshop invitation
 - Send agenda to participant and meeting instructions
 - Send any conference materials in advance via email
 - Send evaluation survey

Institutes	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Project Management												
Define Save the date												
Release Save the date												
Recruit facilitators												
Promote facilitators and agenda												
High level agenda												
Finalize detailed agenda												
Facilitators get material ready												
Registration opens												
Virtual platform training												
Marketing												
Event												
Send evaluations												
Post event and eval review												
Grantsmanship												
Define Save the date												
Release Save the date												
Recruit facilitators												
Promote facilitators and agenda												
High level agenda												
Finalize detailed agenda												
Facilitators get material ready												
Registration opens												
Registration continues												
Virtual platform training												
Marketing												
Event												
Send evaluations												
Post event and eval review												

Appendix E: Financial Projections

AHSIE 3 Year Budget Projections			
	Year 1	Year 2	Year 3
Revenue¹	\$650,000	\$500,000	\$600,000
Expense			
Salary - Executive Director ²	\$105,000	\$108,150	\$111,395
Benefits @ 25%	26,250	27,038	27,849
Event Food and Beverage	157,990	162,730	167,612
Conference Hotels and events	84,815	87,360	89,980
Administration Support (Outsourced)	12,000	12,360	12,731
Online Subscriptions (Quickbooks and Amazon)	11,578	11,925	12,283
Software and Data Systems ³	15,000	15,450	15,914
Uncollected Fees (Bad debt)	8,857	9,123	9,396
Conference Planner	75,000	75,000	75,000
Travel	7,279	7,498	7,723
ASHIE Scholar Scholarships	5,708	5,879	6,056
Insurance	4,185	4,311	4,440
Event Cancellation Refunds	3,480	3,584	3,692
Institutes (Grantsmanship& PMI)	3,340	3,440	3,543
Website Hosting	1,275	1,313	1,353
Communication Services	1,223	1,259	1,297
Pictures/Video	1,000	1,030	1,061
Transaction Fee (Stripe)	786	810	834
Office/Conference Supplies	603	621	640
PO Box Rental	237	244	251
Banking Fees	40	41	42
Postage and Shipping	23	24	25
Expense Totals	\$525,670	\$539,190	\$553,116
Net Income	\$124,330	-\$39,190	\$46,884

¹ Revenue totals include a projected \$250,000 Year 1 foundation grant to support capacity building; revenue increases by \$100,000/year in Years 2 and 3, reflecting the ability of the executive director and the new governing board to attract support, including significant new conference sponsorship.

² Southern California Wage & Benefit Survey shows a median base salary for executive directors of association management/membership organizations = \$104,000; mean = \$131,885 (all budget sizes).

³ Software and systems to support expansion of operating capacity.

Assumptions and Key Financial Drivers:

- Executive Director hired at the beginning of year 1 at \$105,000/year plus benefits
- Conference consultant continues to provide substantial support
- All expenses adjust annually by a 3% COLA
- The organization invests upwards of \$45,000 in systems to support growth over three years
- Revenue increases \$100,000 per year **after** the first year, reflecting combined efforts of ED, Council, and Board

Potential Funding Sources (Year 2, following development of seed funding for Year 1)

Membership:

Individual Membership: \$100k

Earned Income:

Stand Alone Institutes: \$50k

Annual Conference: \$150k

Grants and Contracts:

Foundations: \$100k

Dept of Ed: \$100k

Appendix F: Alliance of HSI Educators Council Member Responsibilities

Overview

Service on the AHSIE Council represents a commitment to the Alliance, its mission and its membership. Council members are representatives of the general membership and serve the best interests of the HSI community. The membership of AHSIE is the ultimate governing body of the organization and elects the Council to attend to its direction, activities, programs and daily operations.

Membership on the Council is neither “honorary” nor “occasional,” but is a voluntary commitment that requires significant time and effort. The Council is a working group that does not rely upon paid staff to conduct the business of the Alliance or to implement its initiatives. Council members apply the highest ethical standards to their service, and carry out all AHSIE tasks and responsibilities with integrity and honesty.

Responsibilities of the Council Members

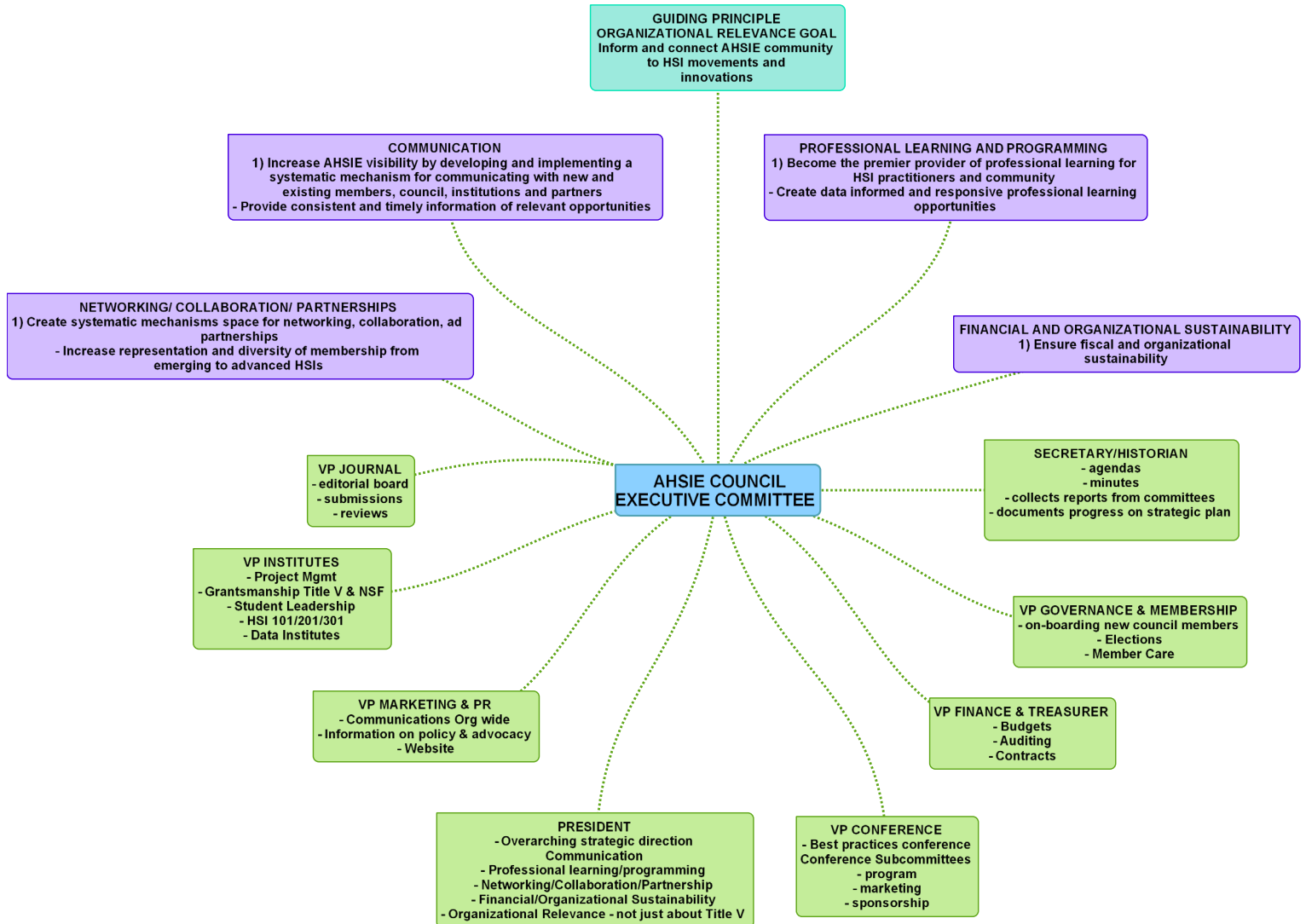
Consistent attendance at and participation in the regular and special meetings of the Council, as well as attendance at the annual meeting of the organization and all Council planning retreats.

Active service on at least one Council Committee; Committees are the working arms of the organization and meet as necessary to accomplish the Council’s mandates, report to the Council regularly, and are overseen by co-Chairs who are responsible for the committee’s attention to its assigned responsibility.

Observance of high standards for professionalism, confidentiality (where appropriate), transparent communication in all Council business, and familiarity with the Bylaws of the organization.

Advocacy for the Alliance within their institutions and in the HSI community generally, including consistently encouraging HSI practitioners to participate in the Alliance.

Appendix G: AHSIE Council Executive Committees



Appendix H: Council Member Terms & Executive Committee Members

Terms										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	Consecutive Terms
David Trujillo	E			E			X			3rd Consecutive Term
Victor Davila	E			E			X			3rd Consecutive Term
Jeannie G. Kim		E			E			X		2nd Consecutive Term
Kevin Vichcales			E			X				3rd Consecutive Term
Leticia Lopez			E			X				1st Consecutive Term
Maria Martinez-Cosio			E			X				1st Consecutive Term
Yajaira Mejia			E			X				1st Consecutive Term
Paloma Vargas			E			X				1st Consecutive Term
Delilah Marquez				E			X			1st Consecutive Term
Judy Castro				E			X			1st Consecutive Term
Elizabeth Gonzalez				E			X			1st Consecutive Term
Adrienne Arguijo-Morgan					E			X		1st Consecutive Term
Marla Franco					E			X		1st Consecutive Term
Cyndia Muniz					E			X		1st Consecutive Term
Juan Reyna					E			X		1st Consecutive Term
Inez Barragan					E			X		1st Consecutive Term
Members in each year				18	18	18	18	18		

E=Elected

X=Term Ends

Appendix I: 2019 AHSIE Council Election Process Timeline (UPDATE for 2020-21)

Date	Activity	Responsible Party
09/27/19	Send draft of election process timeline and procedures to Council	Governance and Membership Committee
10/13/19	Call to membership for 2 volunteers to serve on 2019 Council Election Committee	Governance and Membership Committee
10/13/19	Back-end administration of online forms membership emails	Tanya/Website
10/18/19	Send Call for Nomination to Membership (minimum 3 months prior to annual conference)	Tanya/Website
10/21-24/2019	Council Election Committee Meeting #1 Review timeline, process, forms, establish orientation process for new members	Elections Committee
10/30/19	Deadline for nominations, close form	Tanya/Website
10/25/19	Send membership reminder to nominate	Tanya/Website/Email
10/29/19	Send membership reminder to nominate	Tanya/Website/Email
10/31/19	Council Election Committee Meeting #2 Review nomination results.	Elections Committee
11/01/19	Send Item #3: Council Nominee Questionnaire Email and contact nominee to verify receipt	Tanya/Website/Email
11/12/19	Deadline for candidates to submit bios and photos confirming acceptance of nomination. Close Council Nominee Questionnaire-Form	Tanya/Website/Email
11/13/19	Council Election Committee Meeting #3 Validate submission of bios and photos	Elections Committee

11/18/19	Open Ballot	Elections Committee & Tanya/Website
11/22/19	Reminder to membership to vote	Elections Committee & Tanya/Website
11/26/19	Reminder to membership to vote	Elections Committee & Tanya/Website
12/02/19	Close Ballot	Elections Committee & Tanya/Website
12/03/19	Council Election Committee Meeting #4 Validate and Announce Votes to Council	Elections Committee
12/10/19	Notify New Members	AHSIE President / Governance and Membership
12/13/19	Announcement to Membership	Elections Committee & Tanya/Website
12/13/19	Election Process Completed	Elections Committee

Questions or concerns can be directed to any member of the 2020 Council Election Committee.

Name	Email	Phone
Robert Gutierrez, AHSIE Council Member	Robert.Gutierrez@sjcc.edu	408-607-6006
Moises Almendariz, AHSIE Member	malmendariz@hartnell.edu	831-770-7018
Hilda Guzman, AHSIE Member	hguzman@yvcc.edu	509-882-7070
Rosana Chavez-Hernandez, AHSIE Member	ChavezR@scc.losrios.edu	916-558-2646

Appendix J: AHSIE Council Roles

Title	Council Member Name	Notes
Co-President	Jeannie Kim	
Co-President	Leticia Lopez	
Historian / Secretary	Kevin Vichcales	
VP Stand-Alone Institutes	Yajaira Mejia	
AVP Stand-Alone Institutes	Adrienne Arguijo-Morgan	
Council Member Assistance	David Trujillo	
Council Member Assistance	Marla Franco	
Council Member Assistance	Cyndia Muñiz	
Volunteer	Daniel Loera	Student Leadership
VP Governance (Elections, Bylaws, Constitution)	Leticia Lopez/Jeannie Kim	
AVP Governance	Inez Barragan	
VP Finance	Victor Davila	
AVP Fund Development	Delilah Marquez	(Focus: Sponsorships)
AVP Finance	Juan Carlos Reyna	(Focus: Budget analysis and projections)
VP Membership Development	Cyndia Muñiz	(Focus: Development)
AVP Membership	Judy Castro	(Focus: Emerging HSIs)
VP Journal	Maria Martinez-Cosio	
AVP Journal	Marla Franco	
VP Communication & Marketing	Elizabeth Gonzalez	
AVP Marketing	TBA	
Council Member Assistance	Marla Franco	(Focus: #HSIServingness)
Council Member Assistance	Judy Castro	(Focus: Emerging HSIs)
VP Conference	Paloma Vargas	
	Delilah Marquez	Sponsorships
	All Council VPs	Program
	Adrienne Arguijo-Morgan	Sunday Institutes