



State Association LEADERSHIP PROGRAM

National Policy Seminar
Arlington, VA
March 22, 2026

8:00am – 4:00pm | Alexandria Room

State Association Leadership Training

Sunday, March 22, 2026

8 am – 4 pm

Alexandria Room

Agenda

8:00 – 8:30 a.m.

Welcome

LeAnn Curry, ACTE Executive Director, Kelli Diemer, Senior Director of Membership, and Sara Cobb, Membership Manager

8:30 – 9:00 a.m.

State Leader Introductions

Quality Association Standards Dialogue Sessions

9:00 – 10:00 a.m.

Criterion #1 – Mission, Goals, and Objectives

Criterion #2 – Governing Body, Officers, and Directors

10:00 – 11:00 a.m.

Criterion #3 – Organizational Structure and Documents

Criterion #4 – Programs, Services, and Activities

11:00 – 11:30 a.m. Reflect and Share

11:30 - 12:45 p.m. Break for lunch

12:45 – 1:45 p.m.

Criterion #5 – Financial Planning and Reporting

Criterion #6 – Membership Development and Retention

1:45 – 2:15 p.m. Reflect and Share

2:15 – 3:30 p.m.

Criterion #7 – Communications

Criterion #8 – Public Policy

Criterion #9 – Association Operations

3:30 – 3:50 p.m. Reflect and Share

3:50 – 4:00 p.m. Exit survey and closing



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Scan here to view the full QAS criteria.

Quality Association Standards

1. **Mission, Goals, and Objectives** - The association must have adopted a current, clear and positive mission statement, goals and objectives. The association must be able to demonstrate how it presently fulfills its mission and meets its goals and general objectives as articulated in its strategic plan (long range plan). It must be able to show how it plans to achieve its general and specific objectives in the future.

Criterion #1 – Mission, Goals, and Objectives

Yes - No - N/A - In Process -

2. **Governing Body, Officers, and Directors** - The governing body of the association represents major interests of the membership. Provision for periodic rotation of officers and directors is desirable. The roles of the officers and directors must be clearly defined and the way they are fulfilling their functions demonstrated. Formal orientation procedures for governing body members are in place and regularly conducted.

Criterion #2 – Governing Body, Officers, and Directors

Yes - No - N/A - In Process -

3. **Organizational Structure and Documents** - The association must have Articles of Incorporation/Association and bylaws and demonstrate that it operates in conformance with federal and state laws. It must show that all pertinent documents are periodically reviewed, are consistent with one another, revised when necessary and that the association's organizational design and operations are in keeping with its constitution and bylaws or equivalent documents.

Criterion #3 – Organizational Structure and Documents

Yes - No - N/A - In Process -

4. **Programs, Services, and Activities** - There must be evidence that the association's programs, services and activities meet member and other targeted groups' needs, are formally planned, funded, coordinated, implemented, monitored, and evaluated, and that sufficient human resources are available to implement, maintain and evaluate these programs, services and activities.

Criterion #4 – Programs, Services, and Activities

Yes - No - N/A - In Process -

5. **Financial Planning and Reporting** - Financial planning must relate directly to the association's strategic plan and programming. The association must have realistic plans for developing income and controlling costs. It must present evidence of fiscal controls, a full-disclosure reporting system and an annual audit

Criterion #5 – Financial Planning and Reporting

Yes - No - N/A - In Process -

6. **Membership Development and Retention** - The association must demonstrate that its current membership/potential membership ratio is reasonable. It must have an effective and continuing program of membership retention and recruitment.

Criterion #6 – Membership Development and Retention

Yes - No - N/A - In Process –

7. **Communications** - The association must demonstrate that its external and internal communications are commensurate with membership needs, that they address the various audiences that influence the goals and objectives of the organization, and that the association utilizes technology as appropriate.

Criterion #7 – Communications

Yes - No - N/A - In Process -

8. **Public Policy** - The association must demonstrate that it has established a list of clearly defined issues which are monitored regularly through analysis and reporting, and whose findings are communicated to the members and the outside public in a timely way. The association must show that there is adequate funding for a public policy program at all levels, that it is successful in gaining access to key decision makers, and that it has shown success in achieving its goals.

Criterion #8 – Public Policy

Yes - No - N/A - In Process –

Objective of the Day:

Identify two QAS criteria goals and record them on the goals sheet.

Sample:

Criterion	Goal	Objective	Key Activities	Responsible	Timeline
1	Update the association mission	Implement a focus group	Review the existing mission and submit for approval (as defined by bylaws)	Past president to chair a focus group	2 weeks before next scheduled board meeting

NOTE: Customize the goals to be as specific as necessary for your association. For example, use dates, names/roles, etc.



Scan here to access the goals sheet.

https://docs.google.com/spreadsheets/d/1THZWXtf2t223RRgZQduJM_8abRWjb6ZkcaVUs57v9Tc/edit?usp=sharing



State Association Leadership Training Survey

https://www.surveymonkey.com/r/NPS26_SALT

Future State Association Leadership Training Dates:

- Wednesday, December 2, 2026 - [CareerTech VISION 2026 – New Orleans, LA](#)
- Sunday, March 7, 2027 – National Policy Seminar 2027 - Alexandria, VA