ACI-NA Marketing, Communication, and Customer Experience Committee
Participation Plan

Approved: August 10, 2011
Modified: January 25, 2012
Revised: December 12, 2014
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Committee Purpose:

- To share ideas and exchange information among fellow airport marketing, media relations, community relations, and customer experience professionals.
- To initiate and complete an annual work plan of projects that will benefit the airport industry as it relates to marketing, communications, and customer experience matters.
- To actively provide the ACI-NA Board of Directors and other ACI-NA committees with input regarding marketing and/or media relations on legislative and/or policy matters as well as select initiatives.
- To assist ACI-NA in developing its annual Marketing and Communications Conference and the joint annual ACI-NA/AAAE Airport Customer Experience Symposium. To assist ACI-NA with the annual Excellence in Airport Marketing, Communications, and Customer Experience Awards Contest.

Committee Structure:

The structure outlined in this participation plan will be effective to organize the ACI-NA Marketing, Communications, and Customer Experience Committee. The plan became effective when ratified by the 2011 Steering Group and the ACI-NA Board of Directors. It was amended in January 2012, December 2014, December 2017, December 2019, January 2023, December 2023, and November 2026.

The Committee is composed of individual airport employees who are actively involved in promoting an airport through media relations, community relations, customer experience and airport marketing. Individual employees of World Business Partner/Associate members who are involved in similar marketing, media relations and customer experience activities are welcome to participate.

The Steering Group guides, shapes and implements the Committee's activities. It consists of 23 voting members.

The Council of Past Chairs is composed of former Steering Group chairs who no longer serve on the Steering Group. The group provides guidance to the Steering Group and forms the nucleus of the ad hoc Ted Bushelman Legacy Award for Creativity and Excellence Nominations Committee.

Working Groups are created by the Steering Group to take on specific tasks. And, in turn, there may be a subcommittee of a working group to handle a specific project. The Committee currently has three Working Groups: Airport Marketing, Media Relations, and Customer Experience. The working group structure and the assigned disciplines will be reviewed on an annual basis.

Steering Group

Composition:

- There are 23 voting members of the Steering Group.
- There are at least two voting members representing young professionals aged 40 or under, one from an airport and one from an associate member.
- There is one non-voting liaison member from the ACI-NA Board of Directors.
- There is one non-voting liaison member from the ACI-NA Commissioners Committee, if one is appointed.
- There is one non-voting liaison member from the ACI-NA World Business Partners/Associates Board of Directors, if one is appointed.
- An ACI-NA staff member serves as the Committee Secretary, a non-voting position.
- If the Host Airport for an upcoming conference under the jurisdiction of the Committee or the Committee's established working groups is not already represented on the Steering Group, the chair may appoint a representative of that airport to the Steering Group as a non-voting member to facilitate the planning of the event. This individual is encouraged to attend meetings or phone calls at the direction of the chair.

Airport Representatives:

- There are 20 airport members as voting members.
- There are 15 from U.S. airports.
- There are 5 from Canadian airports.
- There is at least 1 young professional age 40 or under. (One-year term)
- Diversity:
    - There shall be geographic diversity on both national delegations.
    - There shall be airport size diversity on both national delegations.
    - Of the 20 airport members, there shall be a balanced mix of airport marketing, customer experience, community relations, and media relations professionals.

Associate Membership:

- The contribution of associate members is valued. There shall be three individuals from World Business Partners/Associate members to serve as voting members of the steering group.
    - Associate members on the steering group shall represent a balanced mix of airport marketing, customer experience, community relations, and media relations professionals.
- There is at least 1 young professional age 40 or under. (One-year term

Terms:

- Each term is for one calendar year – January 1 to December 31.
    - Term Limits – Except where noted, each airport member is limited to four one-year terms.
        - For years two, three and four – incumbent airport/associate members are not required to stand for re-election by the whole Committee. Instead, the Steering Group's leadership will approve these additional years based on their participation and involvement.
        - Steering Group Members may serve up to four one-year terms, after which, the member cannot serve on the MarComCX Steering Group for at least **two years**. Minimum standards for participation and attendance:
            - Attend two of the three in-person meetings each year. In-person meetings are held in conjunction with the ACI-NA/AAAE Airport Customer Experience Symposium (spring) and the ACI-NA Marketing and Communications Conference (fall). A standalone meeting also takes place in mid to late summer.
            - Participate in 50 percent of the scheduled teleconferences each year. (Adopted January 25, 2012)
            - A participation warning will be sent in writing via email by the Committee Secretary, in consultation with the chair, to each Steering Group member who fails to meet the basic threshold as long as there are still opportunities to achieve the minimum standards for participation on the Steering Group.
            - Any member who fails to meet these obligations will be dismissed from the Steering Group by the chair.
        - The young professional representatives serve for a term of one year.
        - No one airport or firm will have more than one member on the Steering Group unless one is serving as a Young Professional.
        - Each new Steering Group member may serve up to four years, except:
            - Time served as vice chair, chair or past chair is not included as part of the four one-year terms. (Thus, a person holding a leadership position can serve seven years.)
        - If a Steering Group member (airport or associate) changes jobs, continuation on the Steering Group is not automatic. The Steering Group will determine if the individual in the new position continues to represent the same industry and geographic sector as before.
        - Any Steering Group member elected to fill a vacancy of a term is eligible to complete the remaining term and then serve the maximum four terms of their own.

Officers:

- Chair – The chair will serve a one-year term.
    - Qualifications: At least three years on the Steering Group; an airport employee.
    - Duties: Formulate an annual work plan; coordinate conference calls; present the work plan and progress reports to the entire Steering Group and/or Committee.
    - At least every fifth year, the chair position shall be held by a Canadian airport representative.
    - The chair shall alternate between airport representatives in the media relations, airport marketing, customer experience, and community relations disciplines.

- Vice Chair – The vice chair will serve a one-year term and move up to chair the following year upon ratification by the full Committee.
    - Qualifications: At least two years on the Steering Group; an airport employee
    - Duties: Assist the chair in leading the Committee. The vice chair will become the chair, if the chair resigns. The vice chair can then serve his/her own full-term as chair.

Nomination and Election Procedure:

- Each winter, the Nominations Committee shall be established and composed of seven airport representatives. It will be chaired by the immediate past chair of the Steering Group.
    - Composition: past chair; chair; vice chair; each working group chair (in the case of co-chairs the Steering Group chair will designate the Nominations Committee representative; and one member of the Council of Past Chairs designated by the current Steering Group chair.

- The Nominations Committee will circulate to the full Committee a request for nominations. In addition to basic biographic and career information, the nomination form will specifically include questions on previous Steering Group tenure; working group involvement; airport industry sector; airport size and reasons for seeking a position on the Steering Group. All candidates must obtain from their airport director permission to participate on the Steering Group.

    - The Nominations Committee will review all the nomination forms and compose a slate of airport and associate candidates that reflects Steering Group's desired diversity.

        - If the candidate solicitation process does not attract enough candidates to compose a balanced slate, the Nominations Committee can recruit individuals to achieve this balance.

    - The Nominations Committee will present its proposed slate for the next term. The Steering Group will review the proposed slate and submit it to the full Committee membership for a vote. The Steering Group will also submit the nominations of the chair and vice Chair to the ACI-NA Board of Directors for approval as spelled out in the board bylaws.

    - After the Steering Group approves the slate of candidates, an election of officers, airport and associate members for the Steering Group positions will be held through electronic balloting open to the full Committee for each position.
        - Candidates for the two leadership positions – chair and vice chair will be listed and requiring a vote required for each position.
        - Each individual candidate for airport and associate members will be listed and requiring a vote for each position.
        - Space on the ballot will be provided for write-in candidates for all positions.
        - The final determination of the Steering Group and officers shall be made by majority vote of those Committee members casting a ballot.

    - The results shall be announced by the current Steering Group's February conference call to enable a transition in leadership.

Vacancies:

- Vice Chair -- If the vice chair resigns during the year, the chair will select an interim vice chair for the remainder of the term.
- Airport or associate member—If more than six months of the term remains, the chair will call for a special election.

Role and Function of Council of Past Chairs

- In recognition for their long contribution to the Steering Group, former chairs, once their service on the Steering Group has concluded, will be invited by the current chair to serve on the Council of Past Chairs. There is no limit on the size of the Council of Past Chairs.
    - Eligibility – Any former chair of the Steering Group can be a member of Council of Past Chairs provided they are still actively employed by an airport.
    - The Steering Group immediate past chair will serve as the chair of the Council.
    - The Council can provide advice to the current Steering Group by
        - Working with the Steering Group chair on special projects in support of the Committee's annual work plan as appropriate.
        - Attending the Steering Group meetings as non-voting participants
        - Invited at the Chair's discretion to participate in specific monthly conference calls to provide updates on the Council's activities.
    - Assist in the selection of the Bushelman Award.
        - Each year, the chair will invite up to four members of the Council of Past Chairs to serve on an ad hoc Bushelman nominating committee.
        - The others on the ad hoc Bushelman nominating committee will be the chair, vice chair and two first-term Steering Group members.
        - The ad hoc Bushelman nominating committee will review the Bushelman nominations forms and then by majority vote recommend to the Steering Group the annual winner of the Bushelman Award.
        - If a member of the Council has been nominated for the Bushelman Award, they will decline appointment to the ad hoc Bushelman nominating committee.

Role of Working Group

- The Committee's traditional working groups have served as subcommittees for each industry sector – airport marketing, customer experience and media relations. Due to the size of each working group, smaller committees are formed on an ad hoc basis to handle specific tasks.

- Leadership:
    - At least one member of the working group's leadership team must be a member of the Steering Group.
    - A co-chair of a working group can be an individual not on the Steering Group.
    - An associate member can serve as a working group chair.
    - The chair will appoint the working group leadership.
    - The leadership of the working group will report to the larger Steering Group.
    - A working group chair (or co-chair) must be a participant of any ad hoc smaller group.

- Formation of Working Groups:
    - A new working group may be created by the Chair.

- A new working group must be given a specific charge and/or mission.
- A working group may be discontinued or inactivated by the Steering Group if its purpose no longer exists.