

**Kansas Association for Supervision and Curriculum
Development**

BOARD OF DIRECTORS HANDBOOK

Roles and Responsibilities

Updated June 2, 2007

Preface

For effective leadership of an organization, each of the board members, officers and committee chairpersons must be fully aware of his/her responsibilities. Too frequently, this awareness of one's role is based upon the role as perceived by the previous person holding the leadership position, a perception that may have been developed by equally subjective advice or information.

The purpose of this leadership Handbook is to clearly establish the role of each leader in the Kansas Association for Supervision and Curriculum Development. Before a person accepts a leadership role, therefore, he/she should be fully informed about the expected performance of a person in such a role. The parameters of functioning as a leader – financial and performance – are outlined herein.

Roles and Responsibilities

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Article I. INTRODUCTION

Section 1.01 Purpose of the Handbook

(a) This Handbook is intended to help members of the Board of Directors understand the organizational structure of KASCD. It complements the KASCD Constitution and By-Laws, which set forth specifically how certain activities and functions, will be carried out.

(b) The contents of the Handbook are approved by the Board of Directors. New members of the Board of Directors are provided copies of the Handbook at the time of orientation. Copies are available to any member of KASCD upon request to the President.

Section 1.02 Procedures for Modifying the Handbook

1) It is the responsibility of the Governance Committee to keep this Handbook current. Changes in practice are presented to the Board of Directors and when approved are entered into the Handbook.

2) This Handbook is periodically reviewed to reflect the dynamics of the organization.

Article II. KASCD ORGANIZATIONAL STRUCTURE

Section 2.01 Structure

(a) The KASCD organizational structure consists of an Executive Council, a Board of Directors, officers, standing committees and ad hoc committees.

Section 2.02 Staff/Services

(a) The Board may also employ staff/services to carry out the business of the organization.

Section 2.03 *Roles and Responsibilities*

- (a) The roles and responsibilities of these groups are defined in the By-Laws and are detailed in this document**

Article III. POSITION RESPONSIBILITIES

Section 3.01 *Board Member*

- (a) Maintains current KASCD membership.**
- (b) Participates, as a new Board member, in an orientation to the Board.**
- (c) Understands KASCD By-Laws, organizational structure, policies and procedures, and the organizational goals and objectives.**
- (d) Attends all scheduled Board of Directors meetings.**
- (e) Prepares for Board meetings and contributes to discussions.**
- (f) Serves as an active member on at least one KASCD Standing Committee.**
- (g) Serves as an ambassador of KASCD encouraging membership and promoting programs.**
- (h) Unless excused by the President, members who are excessively absent (more than two meetings), may be removed from the Board of Directors. (June Planning Meeting, October Meeting, October Annual Meeting, January Meeting, April Meeting)**

Section 3.02 *President*

- (a) Serves as the chair of the Executive Council.**
- (b) Prepares agendas and calls meetings of the general membership, the Board of Directors, and the Executive Council.**
- (c) Presides at all general membership, Board of Directors, and Executive Council meetings.**
- (d) Appoints the chairpersons of all committees as recommended by the Executive Council.**
- (e) Supervises the functions of all committees; provides orientation and other appropriate information to committee chairs, and maintains communication as necessary.**
- (f) Serves as an ex-officio member of all KASCD committees.**
- (g) Carries out the instructions of the Board of Directors.**
- (h) Collaborates with other officers and staff and maintains KASCD liaisons to other organizations at all times.**
- (i) Communicates with the President-Elect to assure a smooth transition of the functions of KASCD.**
- (j) Signs contracts, agreements, and other legal documents as necessary.**
- (k) Serves as liaison to Leadership Council (as determined by membership rotation schedule) and its affiliates; serves on the ASCD Leadership Council; represents KASCD at the ASCD Annual Conference, the Affiliate Leadership Conference, and the Central Regional Meeting.**
- (l) Oversees the preparation of the Affiliate Annual Report to ASCD.**
- (m) Represents KASCD and acts as spokesperson for KASCD (or delegates a spokesperson) in all matters of interest to KASCD in**

the State of Kansas, including appearances at appropriate meetings.

(n) Makes personal and written contact with educational agencies, professional organizations, and professional educators, and other interested citizens.

(o) Appoints KASCD members to represent KASCD on committees facilitated by other organizations in the state.

(p) Contributes a President's Message for each issue of the KASCD newsletter and other KASCD publications as needed.

(q) Provides a thorough orientation to all new members of the Board of Directors.

(r) Performs such other duties as may be assigned by the Board of Directors or the Executive Council.

Section 3.03 *President-Elect*

- (a) Serves as a member of the Executive Council.**
- (b) Presides in the absence of the President at all meetings of the Board of Directors, Executive Council, and general membership.**
- (c) Represents KASCD at appropriate functions when designated by the President or Board of Directors.**
- (d) Represents KASCD at ASCD functions including the Central Regional Meeting and as determined by membership rotation schedule at the ASCD Annual Conference and the Leadership for Effective Advocacy and Practice Institute.**
- (e) Becomes knowledgeable of the affairs of KASCD in preparation for assuming responsibilities of the President.**
- (f) Between April and June Board meetings, solicits the Board for interest in committees and committee chair positions. Presents a slate of potential committee chairs to the Executive Council before the June planning meeting.**
- (g) Provides an orientation to the incoming President-Elect and transfers pertinent information for the smooth transition of this function.**
- (h) Serves on the Program Committee.**
- (i) Performs such other duties as may be assigned by the Board of Directors or the Executive Council.**

Section 3.04 *Immediate Past President*

- (a) Serves as a member of the Executive Council.**
- (b) Advises the Board of Directors and the Executive Council.**
- (c) Chairs the Governance Committee.**
- (d) May represent KASCD at the ASCD Annual Conference.**
- (e) Performs other duties as may be assigned by the Board of Directors or the Executive Council.**

Section 3.05 *Secretary*

- (a) Serves as a member of the Executive Council.**
- (b) Records minutes of the meetings of the general membership and the Board of Directors.**
- (c) Assures that minutes are distributed for all meetings of the general membership and the Board of Directors.**
- (d) Is responsible for the correspondence of the organization.**
- (e) Performs such other duties as may be assigned by the Board of Directors or the Executive Council.**

Section 3.06 Treasurer

- (a) Serves as a member of the Executive Council.**
- (b) Oversees all official financial records for KASCD in working with USA.**
- (c) Develops an annual budget proposal by May 1 of each year.**
- (d) Submits the proposed budget for Executive Council review at the May Executive Council meeting.**
- (e) Submits the proposed budget for Board of Directors approval at the June planning meeting or retreat.**
- (f) Implements the approved budget beginning July 1.**
- (g) Assures the budget and financial report are submitted to the general membership at the annual meeting, which coincides with the Fall Institute.**
- (h) Periodically reviews the collection of revenues and disbursement of expenditures and reports to the Board of Directors and Executive Council.**
- (i) Chairs the financial review committee each year and ensures that a formal audit is conducted every three years.**
- (j) Oversees the financial investments of the organization.**
- (k) Performs such other duties as may be assigned by the Board of Directors or Executive Council.**

Section 3.07 *Historian (Role of Executive Director)*

(a) Serves as a member of the Board of Directors.

(b) Maintains the following KASCD data:

- 1) *By-Laws***
- 2) *Board of Directors Handbooks***
- 3) *List of Officers and Past Presidents***
- 4) *KASCD Awards Recipients***
- 5) *Minutes of Executive Meetings, Board of Directors Meetings, and Annual Meeting***
- 6) *Membership Lists, Membership Brochures***
- 7) *Conference and Institute Brochures***
- 8) *Newsletters, Info Briefs, Fast Faxes***
- 9) *Issues and Position Statements***
- 10) *Annual Reports***
- 11) *Financial Reports***
- 12) *Strategic Plans***
- 13) *Any Publications***
- 14) *Memorabilia***

(c) Publishes a summary to add to the historical document at the end of every ten years.

(d) Turns over the KASCD archives to the Kansas State Historical Society at the end of every ten years.

(e) Assures safe maintenance of archives.

(f) Provides reports as needed to the Board of Directors.

Section 3.08

Executive Director

1) General Services (applicable to the Board, all committees and officers)

- 1) Provides administrative and clerical support to officers and committees to meet goals. Attends and provides information at Board and committee meetings and/or strategy sessions as needed to provide this support.**
- 2) Maintains basic organizational documents such as By-Laws, strategic plans, Board Handbook, policies and procedures, meeting records, committee operations manuals, etc. This includes the publishing of such documents as needed.**
- 3) Coordinates and facilitates the communications of the organization according to Board and committee goals.**
- 4) Assists in the preparation and submission of grant proposals and award applications.**
- 5) Complies with KASCD and ASCD policies and By-Laws.**
- 6) Performs such other duties as appropriately directed by the President or the Board of Directors.**

2) Membership

- 1) Establishes and implements a process for maintaining KASCD/ASCD membership records. This will include required data elements and other items identified by KASCD and ASCD.**
- 2) Develops and maintains a process for billing and collecting membership dues on a monthly basis.**
- 3) Responds to membership inquiries in a timely fashion.**

- 4) ***Collects Board nominations, officer election ballots and award nominations.***
- 3) **Communications**
 - 1) ***Assists the Communications Committee in publishing annually up to four (4) communication pieces including the KASCD newsletter. This will include the solicitation of articles and other information from the membership for publication.***
 - 2) ***Facilitates the layout, printing, and dissemination of newsletters and other publications.***
 - 3) ***Facilitates management of the KASCD web site according to Board and committee goals.***

(d) Program Planning

- 1) ***Provides administrative and clerical support to the Program Planning Committee for the purposes of providing conferences and institutes. This will also include joint coordination, planning and execution of joint conferences and institutes and other groups.***
- 2) ***Assists the Program Planning Committee in developing conferences and institutes.***
- 3) ***Oversees and manages the logistics, advertising, and marketing of conference and institutes. Functions as the primary liaison between KASCD and the meeting facility. This will include coordination of meeting room space, audio/visual equipment, lodging and meals/refreshments.***
- 4) ***Develops and maintains a process for conference and institute registration and maintains attendee rosters.***
- 5) ***Functions as the liaison between conference/institute presenters and KASCD. This includes entering into***

contracts, reviewing arrangements, travel, lodging and other correspondence and arrangements as needed.

- 6) Oversees and manages the sale of conference and institute materials.**
- 7) Prepares a conference/institute budget and provides an on-going accounting of actual revenue and expenses.**

(e) Influence/Policy

- 1) Provides administrative and clerical support to the Influence/Policy Committee for the purposes of achieving Influence and Policy goals.**

(f) Governance

- 1) Attends and participates in all Board meetings, Governance Committee meetings, Executive Council meetings, and strategy sessions as needed to provide support.**
- 2) Is responsible for minutes of Executive Council meetings.**
- 3) Facilitates arrangements for Board and Executive Council meetings and the annual planning meeting.**
- 4) Assists in the development of Board meeting agendas and distributes Board materials as directed by the Executive Council.**
- 5) Maintains and/or submits necessary permits and records in accordance with state and federal laws and ASCD affiliation rules and regulations.**
- 6) Maintains the KASCD calendar and list of Board members.**

(g)Financial

- 1) Assists the KASCD Board in the development and maintenance of an annual budget.**
- 2) Manages accounts receivable, accounts payable, and revenue receipts and provides the board with appropriate quarterly reports.**
- 3) Prepares monthly financial statements for review by the Treasurer.**
- 4) Assists the KASCD Treasurer and participates in financial reviews and audits as required by the By-Laws.**
- 8) Complies with state and federal financial reporting requirements such as income tax forms and work force forms.**
- 9) Facilitates the transfer of investments at the discretion of the Treasurer or according to Board policies.**

(j) KASCD Representation

- 1) Attends ASCD executive training meetings (Affiliate Leadership Conference) (KASCD budgeted item).**
- 2) Attends other appropriate ASCD meetings including the Central Regional Meeting and the ASCD Annual Conferences (KASCD budgeted items)**
- 3) Attends other meetings when authorized by the President.**

Section 3.09

Editor

- (a) Is responsible to the President and Board of Directors.**
- (b) Serves as an ex-officio member of the Board of Directors and the Communications Committee.**
- (c) Works with the Communications Committee in the preparation and distribution of KASCD publications.**
- (d) Collects and provides information regarding the issues and activities of KASCD.**
- (e) Performs such other duties as appropriately directed by the President or the Board of Directors.**

Article IV. STANDING COMMITTEES

Section 4.01 Executive Council

(a) Council Structure:

- 1) Membership shall include the President, President-Elect, Vice-President, Secretary, Treasurer, and Immediate Past-President.**
- 2) The Executive Director serves as an ex-officio member of the Executive Council and is responsible for meeting minutes.**
- 3) The President serves as chair of the Executive Council and is responsible for developing and distributing meeting agendas.**
- 4) The President-Elect shall run the meeting in the absence of the President.**
- 5) A majority of the Executive Council shall constitute a quorum.**
- 6) The Executive Council meets (may be via a conference phone call or videoconference) at least once between Board of Directors meetings and as needed at the discretion of the President or at the request of two members of the Executive Council.**

(b) Roles and Responsibilities:

- 1) Serves as coordinating and planning committee for the Board of Directors.**
- 2) Serves as decision-making body between meetings of the Board for actions which the President deems urgent and not requiring full board discussion and approval.**
- 3) Assists the President in identifying agenda items for Board meetings.**

- 4) ***Serves as a finance committee in reviewing the budget and the financial status of KASCD, making recommendations regarding income and expenditures to the Board of Directors, and engaging in long range financial planning.***
- 5) ***Assists the President in handling routine business and correspondence, in making decisions on urgent requests for involvement of KASCD on issues requiring immediate action, and in gathering background information on issues and concerns to be addressed by the Board of Directors.***
- 6) ***Conducts an annual performance review of KASCD Executive Director and reports to the Board of Directors.***
- 7) ***Proposes policies and recommends action item priorities for KASCD.***
- 8) ***Submits a budget request annually, as directed by the President or designate.***
- 9) ***Reports the status of the strategic plan to the Board of Directors at each meeting.***

Section 4.02 Communications Committee

(a) Committee Structure:

- 1) ***The chairperson is appointed annually by the President upon recommendation of the Executive Council and may serve for a maximum of six consecutive years.***
- 2) ***Members are appointed annually from the membership by the committee chairperson.***
- 3) ***The Editor shall be an ex-officio member of the Communications Committee.***
- 4) ***The chairperson by virtue of his/her position serves as a Board member.***

(b) Roles and Responsibilities:

- 1) ***Recommends to the Board of Directors strategies for effective communications between KASCD members and the Board of Directors.***
- 2) ***Establishes communication with the educational community in and outside of the State of Kansas.***
- 3) ***Recommends policies and shapes direction for KASCD publications.***
- 4) ***Publishes KASCD newsletter, a minimum of three times each year.***
- 5) ***Oversees the KASCD web site.***
- 7) ***Solicits articles for publication from KASCD members and others.***
- 8) ***Coordinates members to sit in the KASCD booth at KASCD, state, and national events.***
- 9) ***Recommends to the Executive Council any special publication/communications.***
- 10) ***Promotes collaborative articles with other organizations and offers KASCD expertise to those organizations.***
- 11) ***Responds to committee requests for help in communicating with the KASCD membership and others.***
- 12) ***Submits a budget request annually, as directed by the President or designate.***
- 13) ***Reports the status of the strategic plan to the Board of Directors.***

Section 4.03

Membership Committee

(a) Committee Structure:

- 1) *The chairperson is appointed annually by the President upon recommendation of the Executive Council and may serve for a maximum of six consecutive years.***
- 2) *Members are appointed annually from the membership by the committee chairperson.***
- 3) *The chairperson by virtue of his/her position serves as a Board member.***

(b) Roles and Responsibilities:

- 1) *Assesses and strives to meet member needs and interests.***
- 2) *Periodically reviews the KASCD membership list to identify areas of potential growth or areas needing attention.***
- 3) *Develops and implements strategies to increase membership size and diversity.***
- 4) *Oversees the awards process of the organization.***
- 5) *Submits a budget request annually, as directed by the President or designate.***
- 6) *Reports the status of the strategic plan to the Board of Directors.***

Section 4.04 Program Committee

(a) Committee Structure:

- 1) *The chairperson is appointed annually by the President upon recommendation of the Executive Council and may serve for a maximum of six consecutive years.***
- 2) *Members include the President Elect and the Executive Director.***

- 4) *Members are appointed annually from the membership by the committee chairperson and **will include the chair persons of KASCD program events.***
- 3) *The chairperson by virtue of his/her position serves as a Board member.*

(b) Roles and Responsibilities:

- 6) *Works with the Membership, Influence/Policy, and Communications Committees to provide programs which meet member needs and interests.*
- 7) *Oversees the planning and evaluation of **KASCD's annual program events**, other regional or statewide institutes, and other programs.*
- 8) *Solicits proposals for **program events** from members and decides which proposals will be accepted for presentation.*
- 1) *Presents to the Executive Council by the May meeting an annual plan of programs and activities to be sponsored by KASCD.*
- 2) *Reports regularly to the Board of Directors on the status of programs planned and programs held, including attendance, degree of satisfaction, and finances.*
- 3) *Submits a budget request annually, as directed by the President or designate.*
- 4) *Reports the status of the strategic plan to the Board of Directors.*

Section 4.05

Governance Committee

(a) Committee Structure:

- 1) *The Past President shall serve as chair.***
- 2) *Members are appointed annually by the President from the current or former Board of Directors.***

(b) Roles and Responsibilities:

- 1) *Periodically reviews and makes recommendations regarding the governance of KASCD.***
- 2) *Annually reviews the By-Laws, Board Position Statements, Board of Directors Handbook and the Policies and Procedures.***
- 3) *Conducts a formal review of the By-Laws, the Board Handbook and the Policies and Procedures every three years.***
- 4) *Makes at least one report annually to the Board of Directors on the status of the By-Laws, the Board Handbook and the Policies and Procedures; recommends changes as needed.***
- 5) *Submits a budget request annually, as directed by the President or designate at the June planning meeting.***
- 6) *Reports the status of the strategic plan to the Board of Directors.***

Section 4.06

Influence/**Policy** Committee

(a) Committee Structure:

- 1) *The chairperson is appointed annually by the President upon recommendation of the Executive Council and may serve for a maximum of six consecutive years.*
- 2) *Members are appointed annually from the membership by the committee chairperson.*
- 3) *The chairperson by virtue of his/her position serves as a Board member.*

(b) Roles and Responsibilities:

- 1) *Facilitates issues identification for KASCD.*
- 2) *Keeps current the ASCD Legislative Agenda and the ASCD LEAP Institute and issues of interest to KASCD.*
- 3) *Acts as KASCD contact with national and state policy officials, ASCD policy specialist, and KASCD Education Advocates providing information and data collection when requested.*
- 4) *Works with the Membership Committee chair regarding those members registered as ASCD Education Advocates.*
- 5) *Proposes issues and actions to the Board of Directors that merit further study or action.*
- 6) *Drafts position statements for Board approval, when requested.*
- 7) *Recommends procedures to the Board of Directors for further study and/or action on identified issues.*

- 8) ***Submits a budget request annually, as directed by the President or designate.***
- 9) ***Reports the status of the strategic plan to the Board of Directors.***

Section 4.07 Recognition Committee

(a) Committee Structure:

- 1) ***The chairperson is appointed annually by the President upon recommendation of the Executive Council and may serve for a maximum of six consecutive years.***
- 2) ***Members are appointed annually from the membership by the committee chairperson.***
- 3) ***The chairperson by virtue of his/her position serves as a Board member.***

(b) Roles and Responsibilities:

- 10) ***Oversees the awards process of the organization.***
- 11) ***Drafts and distributes press releases regarding award winners.***
- 12) ***Submits a budget request annually, as directed by the President or designate.***
- 13) ***Reports the status of the strategic plan to the Board of Directors.***

Section 4.08 Audit Committee

(a) Committee Structure:

The Treasurer shall serve as chair.

Two or three members are appointed annually by the President from the current or former Board of Directors.

(b) Roles and Responsibilities:

Conducts a financial review annually between June 30 and September 1 to verify the accuracy of disbursements and receipts according to the existing KASCD budget.

Submits a budget request annually, as directed by the President or designee.

Reports the results of the audit to the Board of Directors at the October meeting and to the membership at the Annual Meeting.

Section 4.09 Ad Hoc Committees

(a) Committee Structure:

Ad Hoc Committees are established by the Board of Directors and must relate to the KASCD vision, mission, beliefs and strategic plan.

The work of an ad hoc committee focuses on an issue, idea, proposal, or goal.

An ad hoc committee must have a specific task (i.e., publication, report, institute, etc.) and will be dissolved when the task is complete.

The President must appoint a chair at the time an ad hoc committee is established.

The ad hoc committee chair is responsible to the President and appoints committee members from the membership.

(b) Roles and Responsibilities:

An action plan must be completed before a budget can be allocated to an ad hoc committee.

5) *The chair of an ad hoc committee shall provide periodic progress reports to the Board of Directors.*