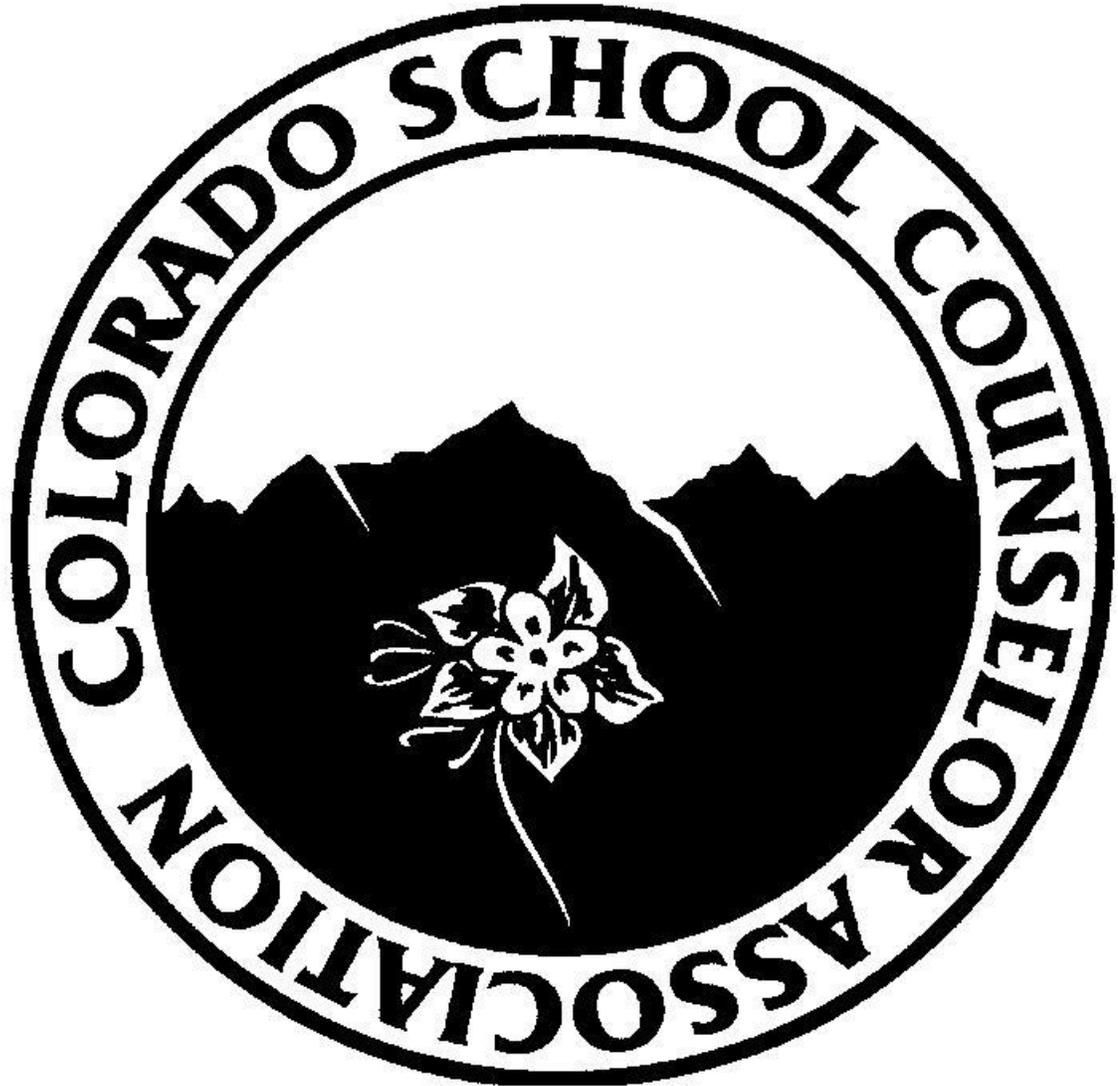


**Colorado School Counselor Association  
Roles and Functions**



Manual Update 1/2017

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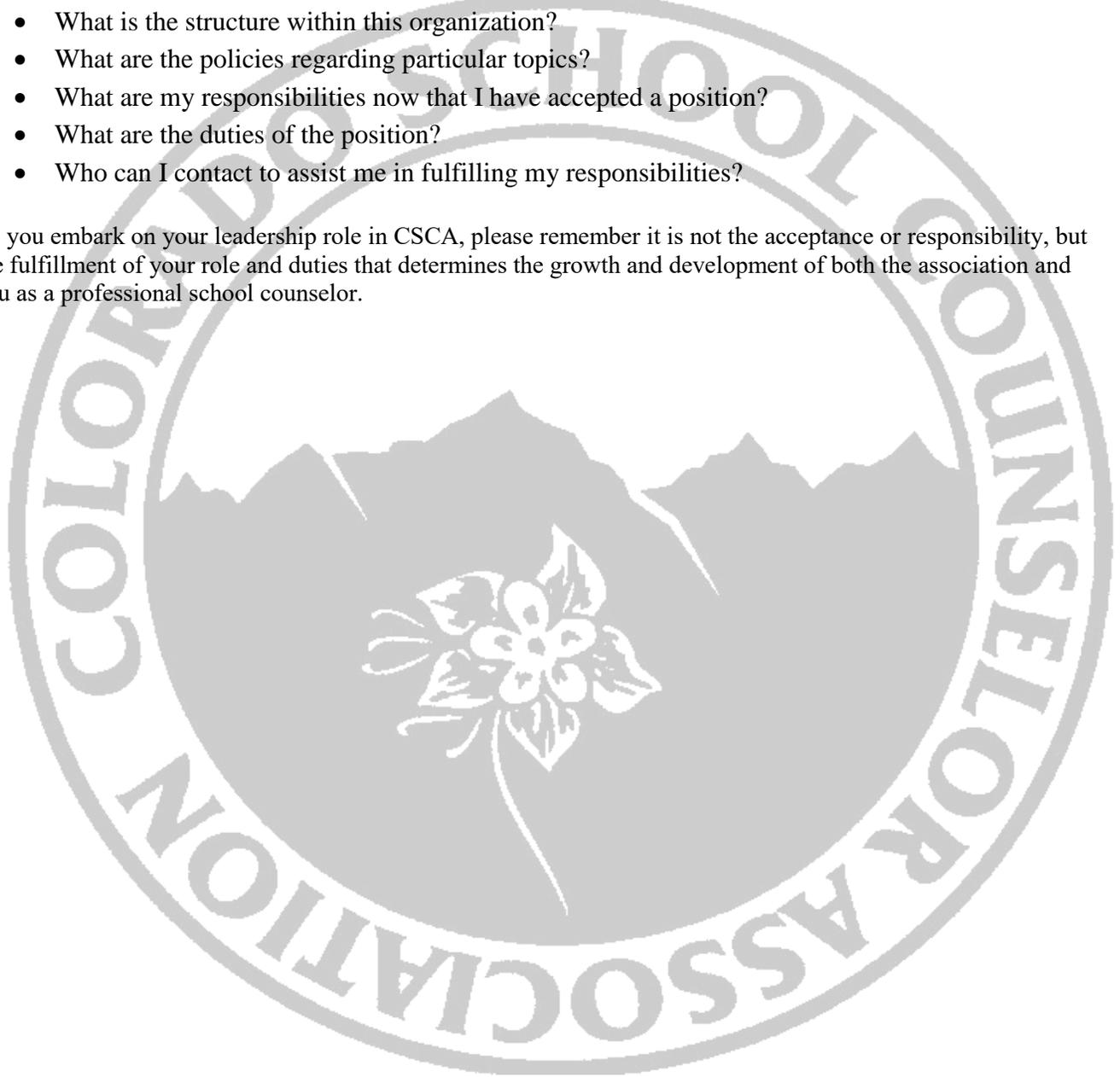
## Introduction

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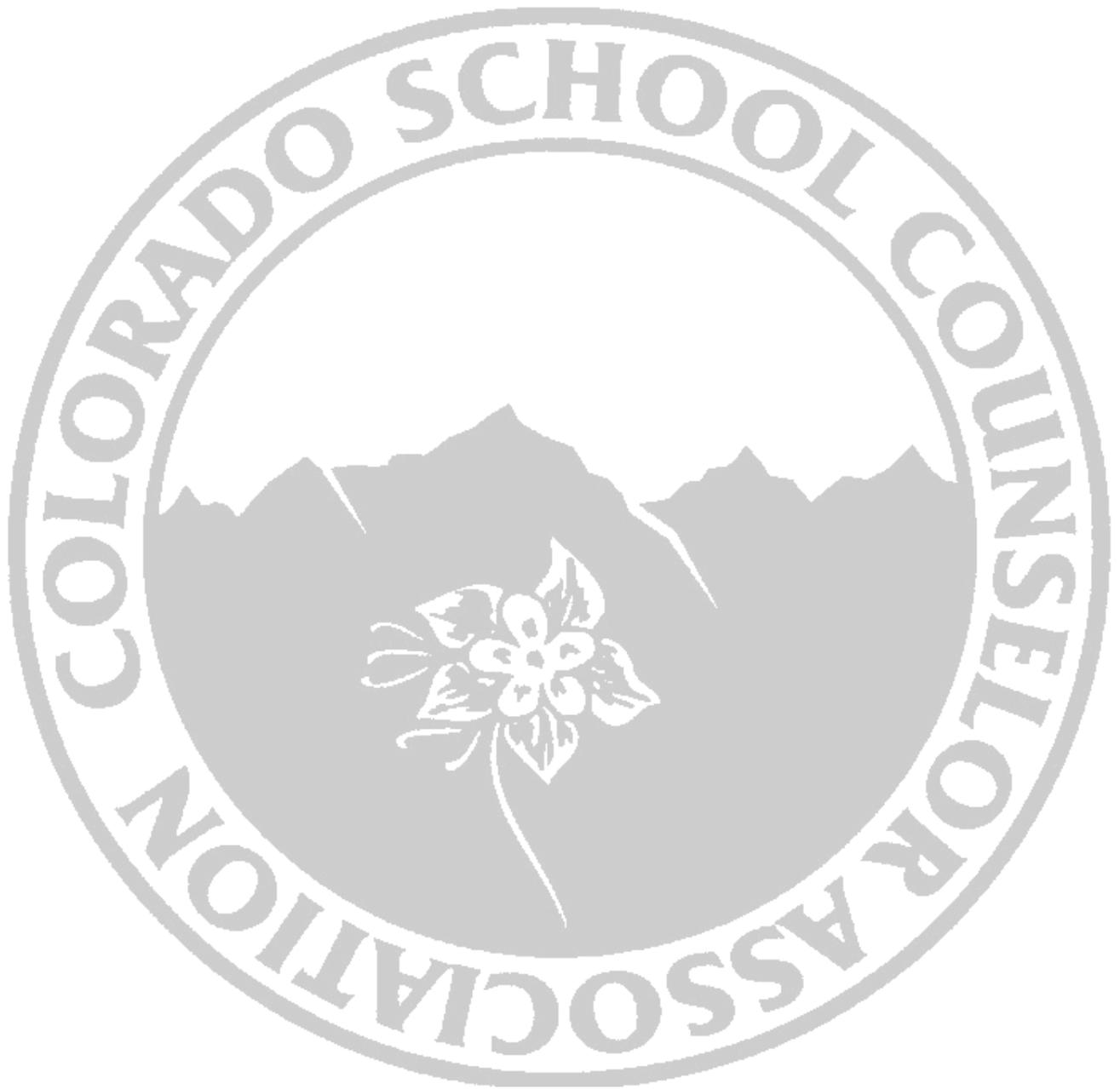
This handbook is designed to aid a person who is accepting an office or a committee position on the Colorado School Counselor Association (CSCA). This handbook is a continuing, cooperative project involving past and present officers, committee chairpersons, and the American School Counselor Association (ASCA). It is organized to answer questions such as:

- What are the Ends Policies of the Colorado School Counselor Association?
- What is the structure within this organization?
- What are the policies regarding particular topics?
- What are my responsibilities now that I have accepted a position?
- What are the duties of the position?
- Who can I contact to assist me in fulfilling my responsibilities?

As you embark on your leadership role in CSCA, please remember it is not the acceptance or responsibility, but the fulfillment of your role and duties that determines the growth and development of both the association and you as a professional school counselor.

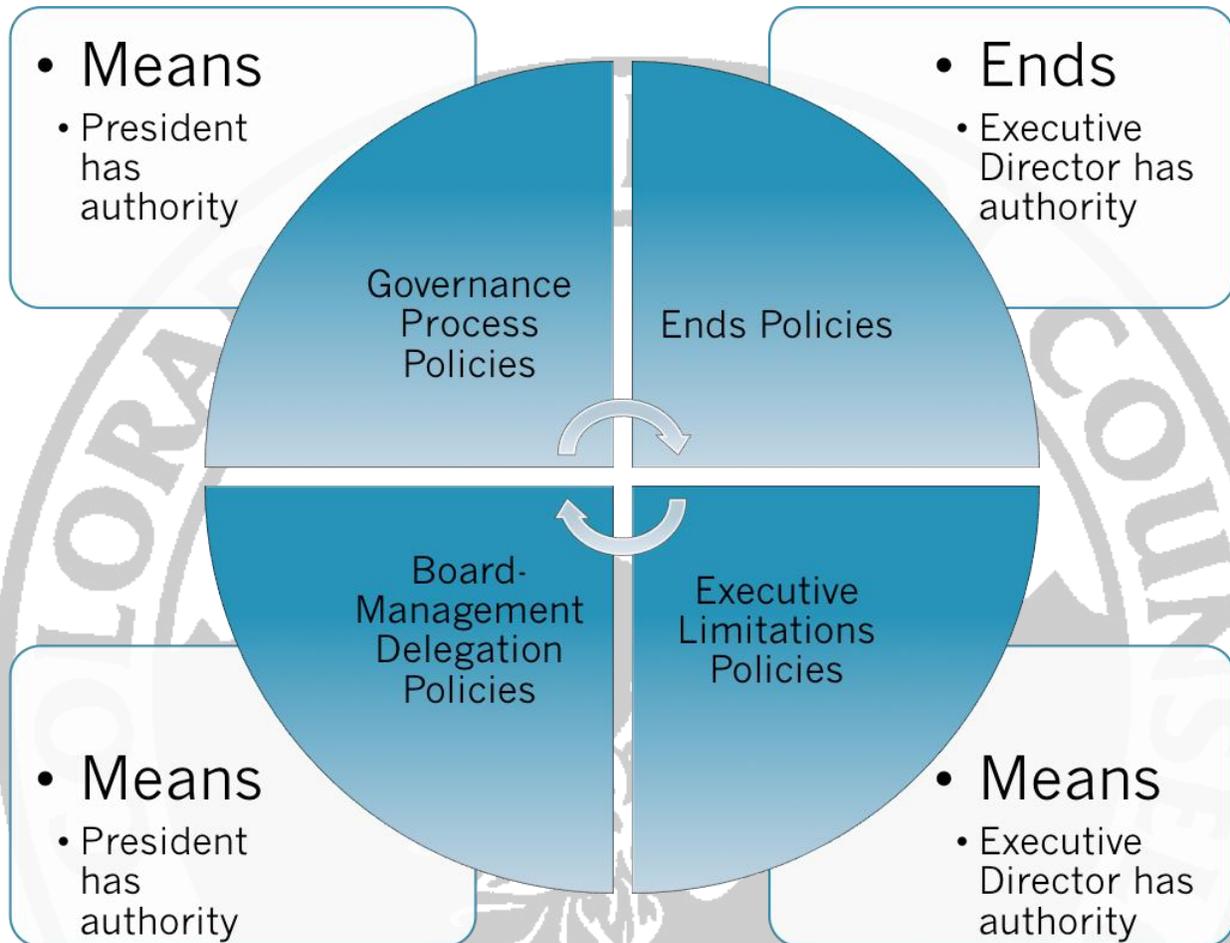


# 1. POLICY GOVERNANCE PROCESS

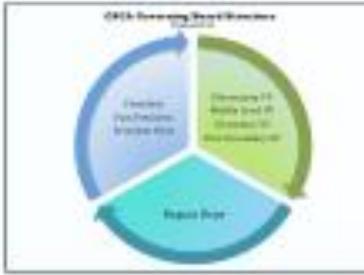


# Policy Governance Defined

## Four Types of Decisions or Policies



# CSCA Staff Structure



## Board

- Presidents
- Vice Presidents
- Region Reps

## Their Responsibility

- Governing
- Recruiting new members & needs
- Defining ENDS Policies
- Monitoring management

## Staff

- Executive Director/Board
- Committee Chairs
- Operations

## Their Responsibility

- Interpreting the ENDS and executing a plan to get results
- Providing data to show results



## Governing Style

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When the governing board adopted Policy and Governance structure (7/08), board members agreed to adhere to several principles that guide and direct the way the board governs. The Governing Style is delineated in the Governance Process Policies, based on the American School Counselor Association Governance Process Policies model.

The CSCA will abide by the tenants of policy governance in the operation of the governing board:

- Outward vision rather than internal preoccupation
- Encouragement of diversity in viewpoints
- Strategic leadership more than administrative detail
- Clear distinction of Board and Executive Director roles
- Collective rather than individual decisions
- Future rather than past or present
- Proactive rather than reactive

The CSCA Board shall cultivate a sense of group responsibility, and be responsible for excellence in governing and be the initiator of policy. The CSCA Board shall use the expertise of individual members to enhance the ability of the board as a body rather than to substitute individual judgments for the board's values. The board shall allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.

The CSCA Board shall direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus shall be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.

The CSCA Board shall enforce upon itself whatever discipline is needed to govern with excellence. Discipline shall apply to matters such as attendees, preparation, policy-making principles, respect of roles and ensuring continuance of governance capability. Continual board development shall include orientation of new board members in the board's governance and periodic board discussion of process improvement.

The CSCA Board shall monitor and discuss the board's process and performance at each meeting. Self-monitoring shall include comparison of board activity and discipline to policies in the Governance Policies and Board-Executive Director linkage categories.

## Ground Rules for Meetings

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1. Focus on results (i.e., outcome of your activity) rather than the process (i.e., how you got the results). This focus should parallel our progress on the CSCA work plan, we should be future, not present or past focused, and we should be proactive rather than reactive.
2. Stay open to input and new ideas; be willing to move your position.
3. Agree on what important words mean and ask for clarification.
4. Challenge assumptions and preconceived notions; encourage the expression of dissent at board meetings.
5. Listen in order to understand.
6. Bring disagreements to the meetings.
7. Base decisions on data, the goals of the organization, and the work plan.
8. Treat other board members with respect, courtesy, fairness, and good faith.
9. Be brief, no war stories, and do not repeat information.
10. Focus on what is right for the organization not who is right.
11. Respect the confidentiality of board meeting discussion, with the exception of agreed upon decisions by the board. It is important that at the end of board meetings we speak with one, unified voice.
12. Limit discussions of board business to the boardroom meetings.
13. Be familiar with board member roles (CSCA Policies/Procedure Manual).
14. Remember that we are each responsible for the success or ineffectiveness of board meetings.

### The CSCA Board Dispute Resolution Process

One of the most important elements of Policy Governance is the Board responsibility to hold itself accountable for its actions. This includes actions taken by individuals that may undermine the efforts of the organization, the board or other individuals. The following is the current board resolution process:

#### **The CSCA Board shall use the following process to resolve disputes:**

A board member or Executive Director who perceives a problem or concern shall discuss it privately with the individual(s) involved. When the board member is approached with a problem regarding another board member, he/she should redirect the conflict to the person involved.

If a private discussion does not yield satisfactory results, an attempt shall be made to secure a mutually agreed upon board member(s) to serve as mediator(s). If the issue is not resolved through mediation, the matter shall be brought before the whole board, and shall not be discussed by others.

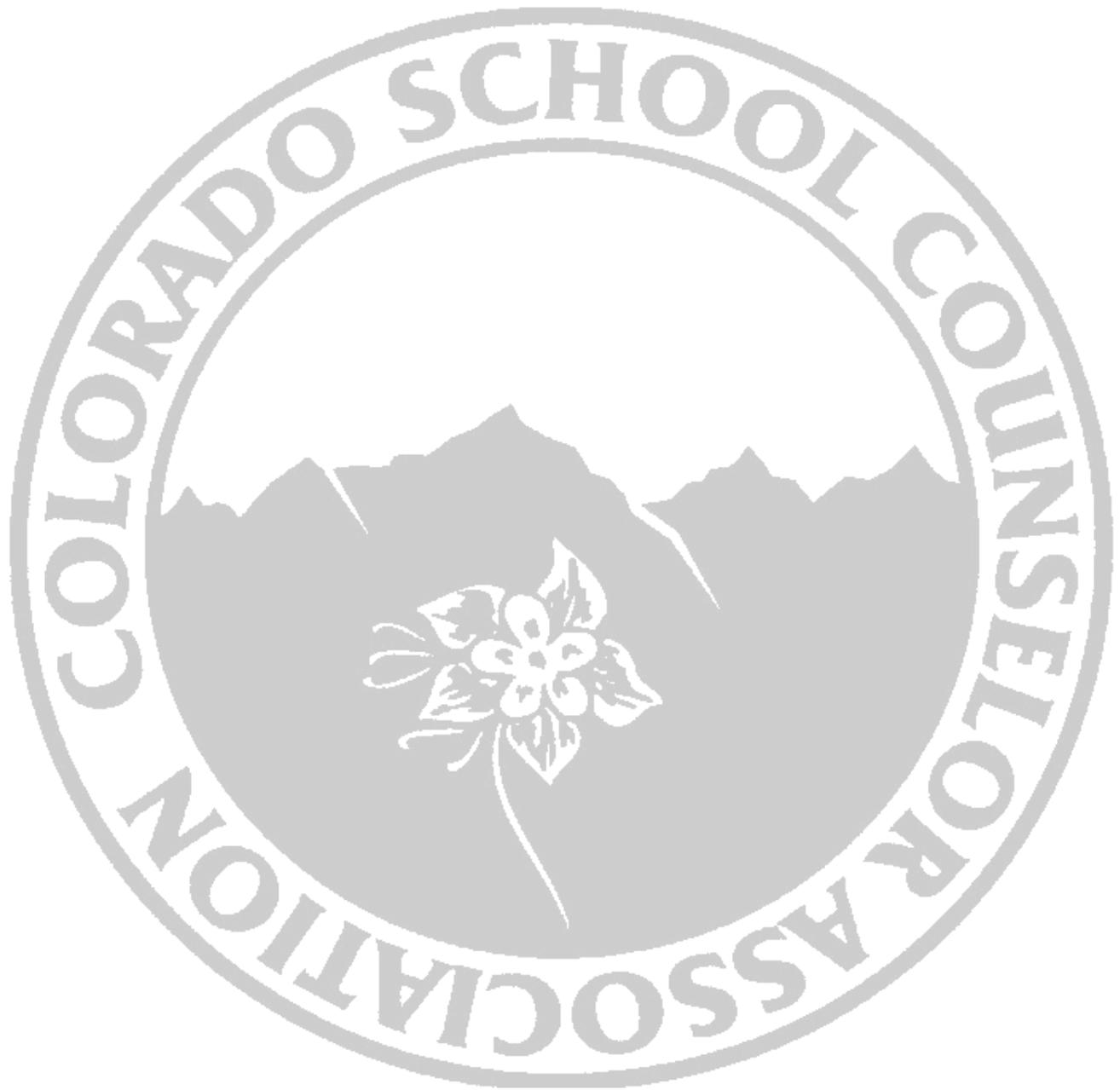
If an issue is brought to the board, the disputants shall provide a written explanation that addresses:

- Problem, issue or concern in question.
- Behavior by the individual or group of board member that exhibited the problem or issue.
- Consequence of the behavior.
- Impact on the organization and the board, specifically, does it hurt the organization, does it hinder the effectiveness of the board, or is it a personal issue outside the bounds of the board.

#### **The board shall:**

- Review written explanations.
- Offer the disputants an opportunity to state what they are willing to do to resolve the problem.

- Make/offer suggestions for possible resolution of the problem.
- Give disputants further opportunity to resolve the problem.



## Board Members' Code of Conduct

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As a leader who helps to promote excellence in the profession of school counseling, it is my ethical responsibility to see that the work of my school counseling association board meets the standards and goals that result in significant progress for the profession in the state of Colorado. Therefore, it is of the utmost importance the board meeting operate as efficiently and as judiciously as possible as based on Policy Governance methods. To not follow this code is to hinder the collective work to advance the profession of school counseling.

As a fully responsible and participating member of the leadership of the Colorado School Counselor Association, I will demonstrate my commitment to the association and the profession by agreeing to the following:

- I will read/re-read the by-laws and policies under which the Board operates.
- I will fulfill the duties and responsibilities of my office.
- I will abide by the ASCA Ethical Standards for School Counselors.
- I will prepare for, attend, and participate in the meetings of the Board and committees to which appointment has been accepted.
  - If I have any items to be placed on the upcoming Board Meeting Agenda, I will deliver such items to the President two weeks prior to the meeting.
  - If I am a committee chair, I will deliver a committee report to the President two weeks prior to the upcoming Board Meeting.
- I will ensure that each matter is dealt with in a fair, equitable, impartial and just manner based on what is best for school counselors, and ultimately, the students served.
- I will accept responsibility and accountability for the decisions made by the Board, regardless of personal opinion and I will not, through word or deed, undermine the collective decision of the Board. I will speak with one voice for this professional association.
- I will avoid any conflicts of interest with respect to my fiduciary responsibility.
- I will demonstrate mutual respect and support for all Board members.
- I will carefully consider and respect the opinions of other Board members.
- I will not speak or act for the Board without proper authorization.
- I will submit all required reports to the Board in a timely manner.
- I will attend Board meetings with regularity, realizing that if I miss two consecutive meetings in a year, I may be asked to reconsider my commitment to my position on the Board.
- I will inform the President of CSCA of any conflicts I may have with scheduled Board meetings and will follow-up with other Board members to find out what responsibilities I may need to fulfill to the organization.
- I will act in a professional manner at any time I am representing CSCA, or interacting with constituents.

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

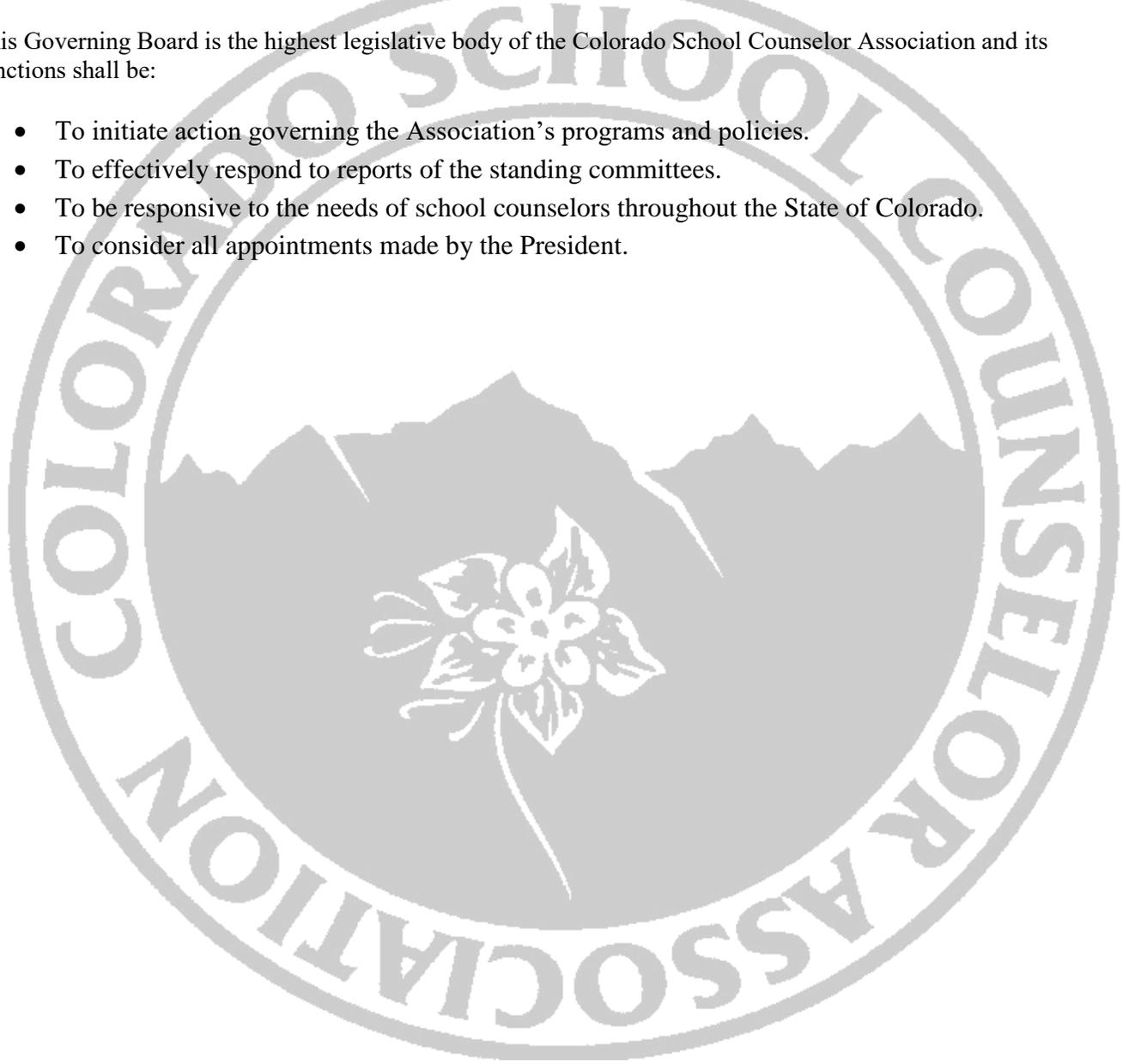
## 2. CSCA BOARD Roles and Functions



The Board of CSCA shall consist of the President, Past President, President Elect, Secretary, Executive Director, Treasurer, Elementary Vice President, Middle/ Junior High Vice President, Secondary Vice President, Post-Secondary Vice President, twelve Region Representatives from the geographical regions of Colorado, as set by the Board, and the Chairs of the Standing Committees. To maintain a check and balance system only those Governing Board members who were elected have voting privileges in any board meetings, i.e., Past President, President, President Elect Elementary, Middle, High School and Post-Secondary Vice Presidents, all 12 Region Representatives. All members of the Governing Board, committee's chairs and representatives and those in attendance however, have a voice and can express their concerns and ideas.

This Governing Board is the highest legislative body of the Colorado School Counselor Association and its functions shall be:

- To initiate action governing the Association's programs and policies.
- To effectively respond to reports of the standing committees.
- To be responsive to the needs of school counselors throughout the State of Colorado.
- To consider all appointments made by the President.



## Executive Committee

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The Executive Committee consists of Past President, President, President-Elect, and Executive Director. This body with the support of the treasurer will address the fiscal issues of this board and will bring pertinent information to the Governing board for a vote. The Executive Committee may, on occasion take action deemed within the Ends Policies, when immediate action is required for emergency situations. The Governing Board will then be notified immediately of said action and discussion will occur in the next formal board meeting.

15. Shall develop an initial operating budget for consideration, revision, and eventual adoption by the CSCA Governing Board at Fall business meeting.
16. Shall implement the operation of the budget by monitoring income and expenditures.
17. Shall suggest a financial policy statement and make fiscal recommendations to the Governing Board.
18. Shall review and approve or disapprove additional requests for expenditures from Board members as needed.
19. Shall consist of the CSCA President, President Elect, Past President, Executive Director, and Treasurer by request.
20. Shall meet at least monthly to conduct CSCA business.
21. Shall represent Colorado in the ASCA LDI & Delegate assembly – President Elect-Elect, President-Elect, President, Past-President, Executive Director.

### **President:**

The president shall be the chief executive of the Association, shall serve as chairperson of the Governing Board and shall preside at all general meetings of the Association.

The President shall:

1. Shall appoint all chairpersons with Governing Board approval for the following responsibilities:
  3. Government Relations
  4. Conference Planning
  5. Professional Development
  6. Public Relations
  7. Ad hoc committees as needed
2. Shall appoint Operations Coordinator and:
  8. Membership
  9. Member Services – i.e., treasurer, social media, web page, newsletters, news briefs
  10. Audit Committee
  11. Advertising/Exhibits
  12. Conference Chair
3. Shall serve or send a representative as an Ad Hoc Member of all CSCA committees.
4. Shall give assistance to Governing Board members and committee chairpersons in developing a strategic plan and addressing the Ends Policies.
5. Shall serve as a member of the CSCA Executive Committee.
6. Shall prepare an article for publication in each CSCA newsletter or source of identified communication between the board and its members and other media as requested.
7. Shall work with Secretary and Executive Committee to prepare an agenda.
8. Shall be in contact with Governing Board members and committee chairpersons concerning progress toward achievement of the strategic plan.
9. Shall submit reports to ASCA as requested.

10. Shall serve as CSCA delegate to the annual ASCA delegate assembly and LDI.
11. Shall perform such duties as are incidental to the office or as directed by the Governing Board.
12. Shall review and renew the contract agreement between CSCA and the Executive Director.
13. Shall attend all Governing Board meetings and help plan the annual CSCA Leadership Development Institute.
14. Shall maintain a file of the year's activities to be passed on to the next President.
15. Shall represent and interface with other associations regarding issues pertinent to the profession of school counseling.

### **President Elect:**

1. Shall in the absence of the President, assume the role of the President with all of its authority and responsibility.
2. Shall perform such duties as may be directed by the CSCA Executive Committee.
3. Shall serve as a member of the Executive Committee.
4. Shall begin preparation during this year to assume the duties of President on July 1 (See President's job description).
5. Shall serve as a CSCA representative to the annual ASCA delegate assembly and LDI if necessary.
6. Shall prepare an article for publication in each CSCA newsletter or source of identified communication between the board and its members and other media as requested.
7. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
8. Shall maintain a file of activities to be passed on to the next President Elect.
9. Shall collaborate with the Executive Committee for the development and implementation of the annual CSCA Leadership Development Institute.
10. Shall prepare an update for each board meeting of all activities and interactions of the Executive Committee.
11. Shall attend the annual Leadership Development Institute.

### **Past President:**

1. Shall perform such duties as may be directed by the Governing Board.
2. Shall assist committee chairpersons and Governing Board members in the development of a strategic plan.
3. Shall serve on the Executive Committee.
4. Shall prepare an article for publication in each issue of the CSCA newsletter or source of identified communication between the board and its members.
5. Shall serve as CSCA delegate to the annual ASCA delegate assembly and LDI Institute if necessary.
6. Shall maintain a file of activities to be passed on to the next Past President.
7. Shall assist the Professional Recognition Committee:
8. Shall monitor of the Carol Hacker and Carla Mulkey Memorial Scholarship selection committee to facilitate the selection of a recipient for this scholarship.
9. Shall prepare and submit to ASCA Professional Recognition Committee packets of state Counselors of the Year award winners.
10. Shall present The Lance Huffman Award (Past President's Award) annually to a person who has served CSCA with outstanding dedication.

11. Shall preside as the MC for the Annual Counselor of the Year Awards Banquet
  - a. Shall coordinate the Annual Colorado School Counselor of the Awards Selection
12. Shall attend the annual Leadership Development Institute.

### **Executive Director:**

The Executive Director is responsible to and shall report to the Governing Board and the Executive Committee. The major function of this office is to provide continuity.

1. Shall serve as a permanent registered official for CSCA.
2. Shall organize, maintain and store archives of CSCA.
3. Shall review Constitution, By-Laws and Policy and Procedural manual annually and recommend revisions to the Governing Board.
4. Shall monitor that the Executive Committee and Governing Board follows the CSCA Constitution, By-Laws, Policy and Procedural expectations of the organization.
5. Shall serve as a member of the Executive Committee.
6. Assist officers and committee chairs with information and coordination of services.
7. Serve as coordinator of public information - develop a network of public support for understanding of school counseling goals and activities.
8. Assist in the coordination of CSCA leadership development for members.
9. Shall serve as parliamentarian at all Governing Board meetings (Roberts Rules of Order).
10. Shall, with the President, review annually the contract agreement between the CSCA Governing Board and the Executive Director.
11. Shall assist committee chairpersons and Governing Board members in the development of a strategic plan.
12. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
13. Shall chair the Nominations and Elections Committee.
14. Shall serve on the Audit Committee.
15. Shall assist in the negotiation and confirmation of the contract with lobbyist with the approval of the CSCA Governing Board.
16. Shall oversee the legal and ethical responsibilities of the organization.
17. Disseminate Executive Director yearly report and evaluation to President and other parties, delivered in April of each year.
18. Shall attend ASCA LDI as a Colorado Representative.
19. Shall maintain and negotiate contract between the Executive Committee and the association management team.
20. Shall maintain communication between the Executive Committee and the association management team.
21. Shall attend the annual Leadership Development Institute.

## Governing Board

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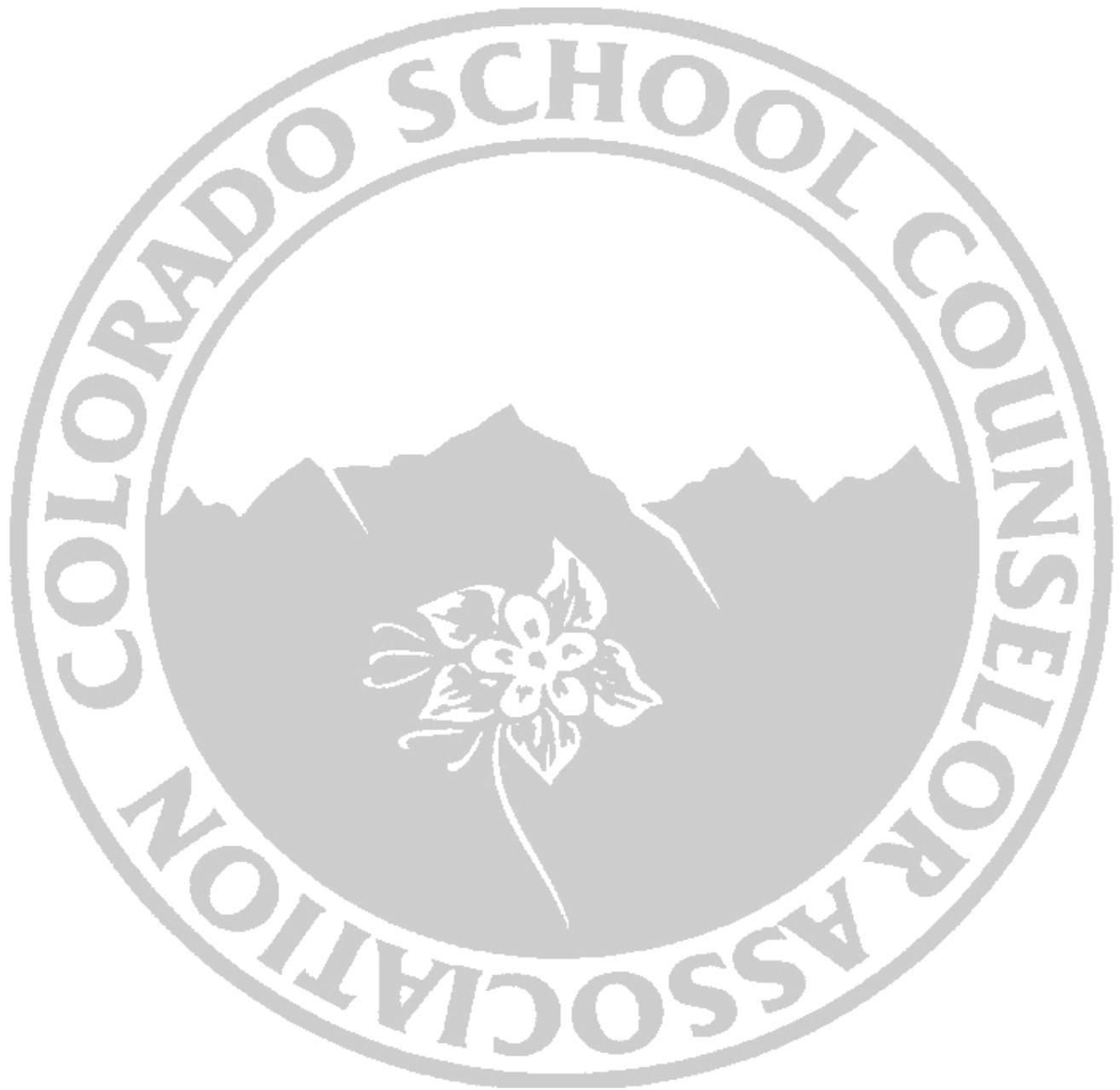
### CSCA Vice Presidents:

1. Shall consist of the Elementary, Middle/Junior High, Senior High and Post-Secondary Vice Presidents in collaboration with appointed Graduate Student liaison.
2. Shall encourage the development of lines of communication with counselors in various grade levels and work settings.
3. Shall be aware of the interests, goals, and needs of counselors in various grade levels and work settings and inform the Governing Board of those needs.
4. Shall assess needs of Elementary, Middle/Junior High, Secondary, Post-Secondary counselors, and Graduate Students throughout the state.
5. Shall present or preside over the grade level meetings at the annual conference.
6. Shall serve as a resource to school counselors at their assigned level.
7. Shall collect and submit an article for each issue of the CSCA Newsletter reflecting the needs, concerns, and resources in the various work settings.
8. Shall promote "Counselor of the Year" nomination process for the recognition of counselors in the various grade levels and work settings.
9. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
10. Shall maintain a calendar of events and role expectations in order to facilitate transition to the next Vice President.
11. Shall maintain consistent contact among Vice Presidents and Region Representatives.
12. Shall facilitate networking and mentoring among the Vice Presidents and the Region Representatives.
13. Shall attend the annual Leadership Development Institute.

### Region Representative:

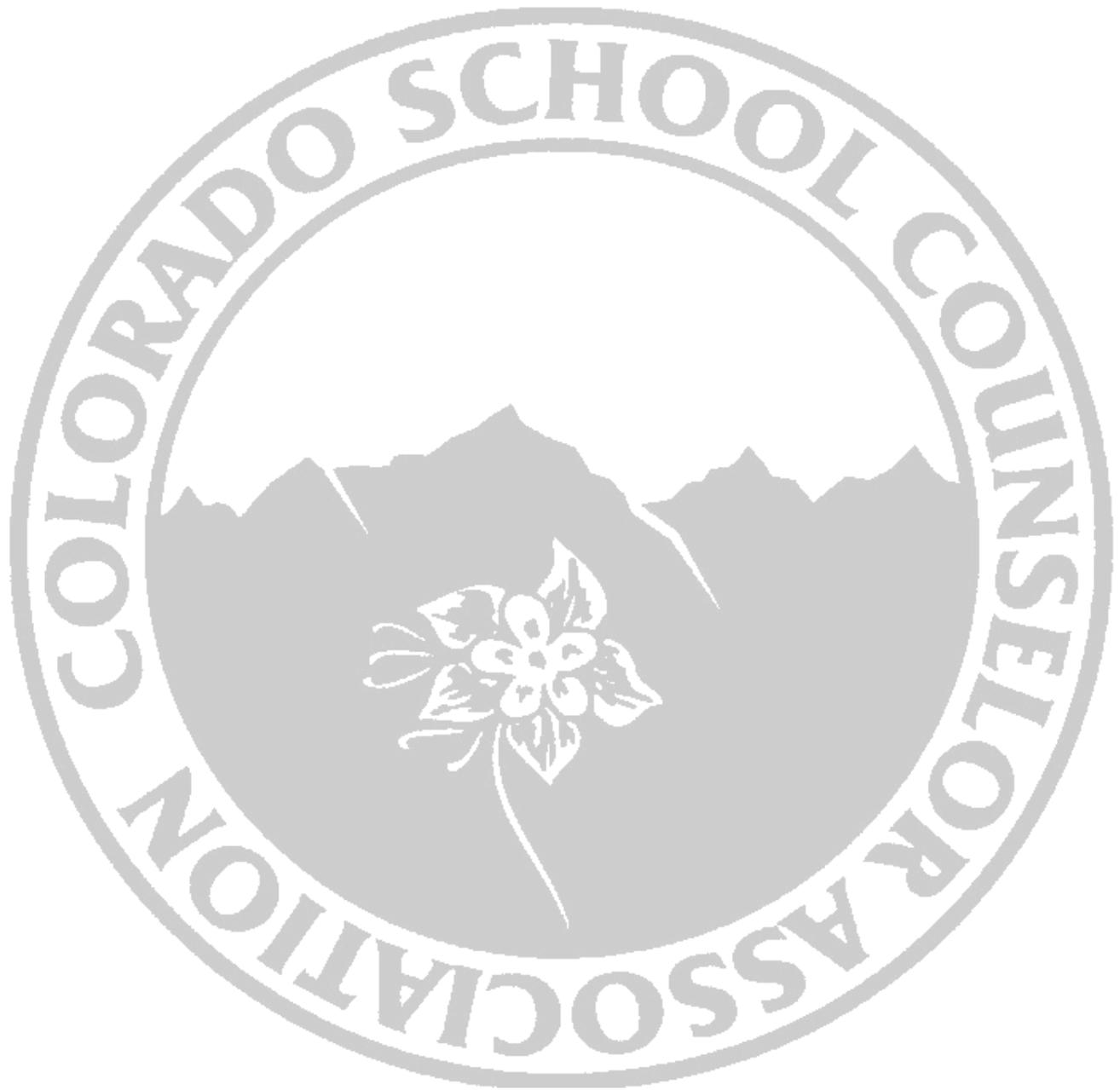
1. Shall serve as a resource and provide communication to School Counselors from the geographical regions.
2. Shall up-date the CSCA School Counselor database by Nov. 1st with the names and addresses and emails of the Schools Counselors in each school in their region and notify the Membership Chair.
3. Shall encourage and submit nominations for School Counselor of the Year Awards to the Professional Recognition Committee for the recognition of the counselors in their geographical region.
4. Shall provide facilitation of breakout session of region members at annual conference.
5. Shall collaborate with other Region Representatives via webinars or other available communication resources.
6. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute and annual conference.
7. Shall prepare reports to the Executive Committee.
8. Shall assess the needs of the region periodically to determine necessary services to members.
9. Shall collaborate with the Professional Development Chair to provide necessary training for the region as per indicated by the needs assessment.
10. Shall solicit nominations for the new region representative and work to ensure an appropriate replacement and transition when their term as the region representative has completed.

11. Shall maintain and provide a file of CSCA board and region representative activities to pass on to the next region representative and provide support for an effective position transition.
12. Shall attend the annual Leadership Development Institute.



# 13. OPERATIONS TEAM MEMBERS

## Roles and Functions



## **Operations Coordinator:**

1. Shall communicate with the Executive Director regarding operations team management and issues.
2. Shall follow up with all committee chairs monthly on planning and operations within the committees.
3. Shall support the Secretary and Treasurer, WebMaster/Mistress and suggest updates when necessary.
4. Shall support the Membership Chair and membership services, Newsletter Chair, Public Relations, Social Media Chair
5. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
6. Shall assist in recruiting new CSCA committee members, as needed; and direct said new members to the appropriate committee chairs.
7. Shall support written, printed and disseminated material.
8. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.

## **Secretary:**

1. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
2. Shall record all meetings of the Governing Board.
3. Shall prepare and distribute minutes of the Governing Board meetings within two weeks following the meeting.
4. Shall complete other duties that may be assigned by the Governing Board or the Executive Committee.
5. Shall file a copy of all records with the Executive Director.
6. Shall assure the approved Governing Board Meeting Minutes and meeting agendas are posted on the website.
7. Shall maintain a file of the year's activities to be passed on to the next Secretary.

## **Treasurer:**

1. Shall review all reimbursement requests for conformity with fiscal policies and guidelines and review account balances to determine if the budget account balance is sufficient to cover expenditures.
2. Shall review and validate monthly statements from the established bank account.
3. Shall review all appropriate indebtedness against the association.
4. Shall assure that all appropriate bills are paid in a timely manner.
5. Shall assure that all money (membership, registration fees etc.) is deposited into an established bank account in a timely manner.
6. Shall communicate regularly with the designated bookkeeper to record all disbursements and deposits by date, amount, number, and budget account (Goal Group, Administration, etc.).
7. Shall submit quarterly reports of income and expenditures by account to the Governing Board during the quarterly board meetings.
8. Shall submit an annual fiscal report to the Governing Board by August 1 of each year.

9. Shall assist in developing budget and recognition costs for CSCA sponsored workshops, conferences, meetings, etc.
10. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
11. Shall develop a preliminary budget for each fiscal year with support of the Financial Committee.
12. Shall make recommendations to the Executive Committee regarding budget projections for CSCA in order to establish an adopted budget.
13. Shall represent the Executive Committee for final presentation to the Governing Board of annual budget.
14. Shall submit financial records each year to the Audit Committee.
15. Shall coordinate an annual audit of the budget.
16. Shall provide bank statements to Executive Board as per request.
17. Shall maintain a file of the year's itemized activities with a clear delineation between CSCA Assets and Debts.
18. Shall provide all necessary training and documentation for effective transition for new Treasurers.
19. Shall attend the annual Leadership Development Institute.

### **Member Services Chair:**

1. Shall organize and implement methods and techniques to increase the membership of CSCA.
2. Shall distribute membership brochures to state CSCA leaders.
3. Shall be assisted by the CSCA Government Relations, the Vice Presidents of the four grade levels and work settings, the Region Representatives, and the Editor of the newsletter in promoting membership campaigns and recruitment.
4. Shall ascertain, with the help of Region Representatives, vital demographic data necessary for more effective membership recruitment.
5. Shall submit a written annual report on the activities of the Membership Committee.
6. Shall attend CSCA Governing Board meetings and attend the annual CSCA Leadership Development Institute.
7. Shall maintain a file of activities to be passed on to the next committee chairperson and committee.
8. Shall coordinate, with Region Representatives and the CSCA Secretary, to collect, create, and maintain an accurate and current list of all school counselors in Colorado by work location, address, telephone numbers, zip code, region, county, district, and membership in CSCA.
9. Shall supply upon request by Governing Board members, membership of state school counselors that are appropriate for their communications and strategic plans.
10. Shall not distribute the membership list to any persons outside the Board without express consent of the Executive Committee.
11. Shall attend the annual Leadership Development Institute.

### **Membership committee:**

1. Shall organize and implement methods and techniques to increase the membership of CSCA.
2. Shall distribute membership brochures to state CSCA leaders.
3. Shall ascertain, with the help of Region Representatives, vital demographic data necessary for more effective membership recruitment.
4. Shall coordinate, with Region Representatives and the CSCA Secretary, to collect, create, and

maintain an accurate and current list of all school counselors in Colorado by work location, address, telephone numbers, zip code, region, county, district, and membership in CSCA.

5. Shall submit a written annual report on the activities of the Membership Committee to the Governing Board.
6. Shall maintain a file of activities to be passed on to the next committee chairperson and committee.
7. Shall supply upon request by Governing Board, in coordination with the Secretary, membership lists and/or mailing labels of state school counselors that are appropriate for their communications and strategic plans.

### **Public Relations Chair/Co-Chair:**

1. Shall develop press releases for conference attendees, School Counselor of the Year award winners.
2. Shall coordinate all public relations activities for the Association.
3. Shall coordinate activities for National School Counselor Week.
4. Shall publish public relations ideas in the Local and state level such as School Counselor of the Year Awards.
5. Shall develop public relations materials as appropriate for meetings and conferences.
6. Shall keep informed about new techniques in public relations programs.
7. Shall supervise the activities of the Newsletter, Social Media, Webmaster coordinators.
8. Shall collaborate with the Past President regarding the Annual School Counselor of the Year Awards Banquet.
9. Shall supervise and monitor activities of sub Public Relations Subcommittees: Newsletter, Webmaster, Social Media.
10. Shall attend the annual Leadership Development Institute.

### **Newsletter Chair:**

The Newsletter Chair creates, develops, edits and gathers information for CSCA Newsletter with the assistance of ASCA. All articles submitted to the Editor must be done by CSCA members and must be relevant to Colorado School Counseling. The Editor is not required to write articles unless he/she is willing to do so or the newsletter is lacking in sufficient information. The Editor must ensure the contact information at ASCA is current and keep an open line of communication with such person.

1. Shall solicit newsletter from the Governing Board members, Committee Chairs and members at large.
2. Shall seek newsletter articles outside the membership when appropriate and after consultation with CSCA Executive Committee and Governing Board.
3. Shall determine priority of stories for each newsletter and news briefs.
4. Shall coordinate and cooperate with Advertising and Exhibits Chair regarding any advertising.
5. Shall proofread and edit all final copy. Shall confer with writers regarding changes in manuscript.
6. Shall coordinate and cooperate with other CSCA publication efforts.
7. Shall confer on a regular basis with CSCA Executive Committee, Governing Board, and the Chairpersons of all Committees regarding themes and policies of newsletter.
8. Shall review submitted articles to assure they are in accord with the association mission.
9. Shall keep informed and be alert to association plans, actions, programs, and activities.
10. Shall respond to membership needs and requests.
11. Shall maintain a file of activities to be passed on to the next committee chairperson and committee.

12. Shall encourage and foster leadership and communication with the membership.
13. Shall attend the annual Leadership Development Institute.
14. Shall coordinate with ASCA representative to develop online-page turner newsletter.
15. Shall insure all information is accurate and up-to-date for members.

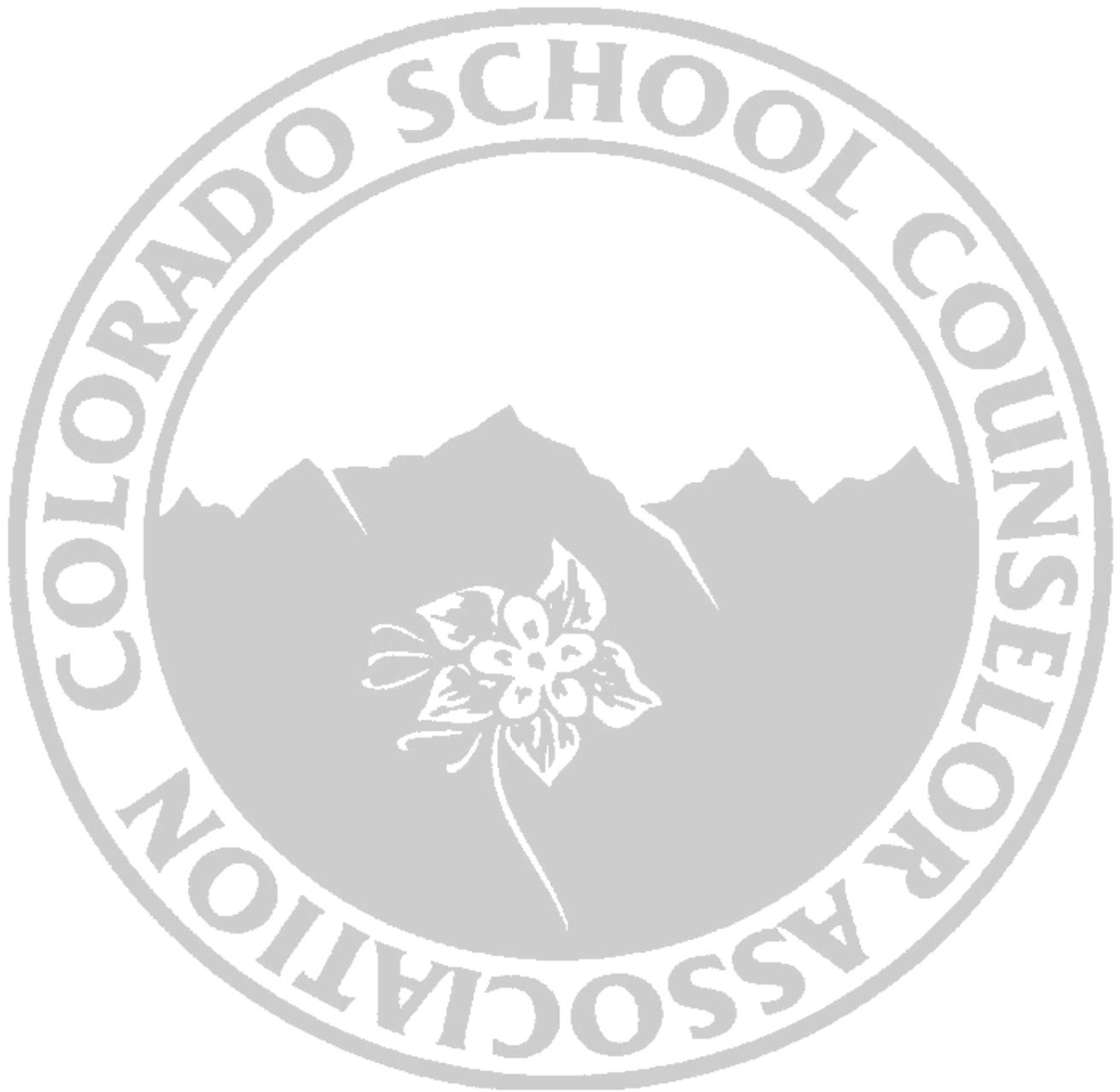
### **Webmaster:**

1. Shall seek website articles from the Governing Board members and members at large.
2. Shall determine priority of stories for website briefs.
3. Shall design and update the [www.coloradoschoolcounselor.org](http://www.coloradoschoolcounselor.org) web page monthly or as needed in collaboration with the Association Manager team.
4. Shall communicate with the all Committee Chairpersons regarding updating the web page with accurate information, news briefs, and advertisements.
5. Shall review and monitor all website submissions to assure they are in accord with the association mission.
6. Shall attend the annual Leadership Development Institute.
7. Shall manage creation and deletion of e-mail accounts for CSCA board members.
8. Shall collaborate with the Social Media Chair and the Public Relations Chair to find ways to promote and advertise CSCA in other social media venues.
9. Shall coordinate with the Newsletter Chair to post approved articles and submissions to the website.

### **Social Media Chair:**

1. Shall manage and encourage CSCA members about the professional benefits of social networks.
2. Shall develop an online presence for CSCA.
3. Shall educate and train CSCA members in professional collaboration and linking.
4. Shall actively participate in a wide variety of social media activities such as blogging, on line community development and management, social bookmarking, commenting, etc.
5. Shall coordinate and disseminate CSCA information to vehicles of social networking (e.g. Facebook, LinkedIn, and Twitter) and promoting conversation among members and the public.
6. Shall assess new and alternative ways to leverage social media activities
  - a. Make these relevant to CSCA and increase the knowledge and presence of CSCA online.
7. Shall monitor trends in social media tools, evaluate apply that knowledge to increasing the use of social media for Colorado School Counselor Association.
8. Create a network of other state counseling associations, the American School Counseling Association, and relevant organizations by using and applying social media tools.
9. Shall keep CSCA Board and members abreast of professional events and information (e.g. ASCA Annual Conference, CSCA State Conference, and other counseling resources/news).
10. Shall attend the annual Leadership Development Institute.

**14. CHAIRPERSON AND COMMITTEE  
Roles and Functions**



## **Committee Chairs:**

1. Shall be responsible for completion of an annual strategic plan specific to the committee.
  - a. This plan will be aligned with the CSCA Ends Policy with a copy given to the Executive Committee each August.
2. Shall establish regular meetings with committee members averaging 1/monthly (as a group or individuals).
3. Shall report monthly to Executive Committee regarding strategic plan progress.
4. Shall provide a conference report for all CSCA Governing Board meetings.
5. Shall provide a written committee report two weeks before board meeting based on monthly reports; given to the secretary.
6. Shall produce an end-of-year summary between April and June (for LDI) yearly report): given to the Executive Committee.
7. Shall provide immediate communication if committee issues or plans change.
8. Shall have representation at all board meetings.
9. Shall attend the annual Leadership Development Institute.

## **Conference Planning Committee Chair:**

1. Shall serve as chairperson of the Conference planning.
2. Shall serve as coordinator for the annual CSCA conference.
3. Shall manage approved budget and account for all expenses related to conference planning.
4. Shall negotiate with conference facility on behalf of the Governing Board and in accordance to budget recommendations and timelines.
5. Shall provide a conference report for all CSCA Governing Board meetings.
6. Shall prepare and submit articles and registration forms to the editor of the CSCA Connection promoting and describing the state conference.
7. Shall perform other tasks as may be required to adapt to a particular conference site.
8. Shall maintain a file of the year's activities to pass on to the next chairperson and committee.
9. Shall submit an annual update to the Governing Board regarding the activities and recommendations for future conference planning.
10. Shall distribute evaluation forms for conference.

## **Conference Sub Committee: Exhibits Chair**

1. Shall coordinate planning among CSCA representatives, conference facility representatives and exhibitors.
2. Shall keep appropriate board members apprised of issues related to conference planning and exhibitors.
3. Shall offer advertising services to exhibitors at CSCA conferences.
4. Shall be a point of contact for advertisers, sponsors and exhibitors.
5. Shall keep informed and be alert to association plans, actions, programs, and activities.
6. Shall provide follow-up information to the conference committee by compiling exhibitor evaluations and sending appropriate thank you notes.
7. Shall ensure that recognition credit and support materials are presented to those companies and schools who have sponsored the conference.
8. Shall keep records of all income and expenses related to exhibits, sponsors and advertisements.
9. Shall ensure that all bills for exhibits, sponsors and advertisements forwarded to the conference

chair.

10. Shall maintain a file of activities to be passed on to the next chairperson and committee member.
11. Shall attend the annual Leadership Development Institute.

### **Government Relations Chair:**

1. Shall prepare guidelines for CSCA involvement with other related organizations.
2. Shall develop and strengthen liaisons with other professional organizations that would enhance the School Counselor's role and benefit to the membership of CSCA.
3. Shall maintain a file of the year's activities to be passed on to subsequent governmental relations chairs and committee members.
4. Shall inform School Counselors about legislation and policies impacting the profession.
5. Shall conduct workshops, as invited and funded, to inform counselors about the need for advocacy for the School Counseling Profession.
6. Shall prepare and submit articles to the appropriate media that provides information and advocacy for the profession.
7. Shall meet regularly with the CSCA Lobbyist to stay abreast of legislative issues concerning the profession.
8. Shall attend CSCA Governing Board meetings and the annual CSCA Leadership Development Institute.
9. Shall provide timely legislative updates to CSCA Board and constituency.
10. Shall report committee activities monthly to the Executive Director.
11. Shall, in collaboration with the Executive Committee, meet annually to review the lobbyist contract.
12. Shall communicate to the Governing Board and CSCA membership the need for legislative involvement and strategies for this involvement.
13. Shall critique state and federal legislative bills and provide necessary support for legislation and testimony when requested to advocate for the profession.
14. Shall provide input from CSCA to state and federal elected officials as per request.
15. Shall maintain a network of members interested in advocating for specific legislative action through CSCA lobbyist.
16. Shall develop and implement governmental events and legislative activities for CSCA members.
17. Shall work with lobbyist to plan the annual Day at the Capitol event in collaboration with other CSCA partners.
18. Shall annually promote National School Counseling Week.
19. Shall attend the annual Leadership Development Institute.

### **Professional Development Chair:**

1. Shall enhance the school counselor profession by providing information and training that supports the professional school counselor's role in impacting student achievement.
2. Shall collaborate with other committees, such as the conference committee, governmental relations committee to implement identifiable and effective professional development across the state.
3. Shall develop a method of assessing what information state School Counselors identify as professional development needs.
4. Shall establish a plan for relevant professional development as identified by needs assessment of the constituency.

5. Shall identify speakers, presentations, workshops or data that will support and inform Colorado School Counselors.
6. Shall promote National School Counseling Week.
7. Shall monitor subcommittees of Professional Development, ie., Summer Academy, Webinars, Mentorship program.
8. Shall report committee activities monthly.
9. Shall attend the annual Leadership Development Institute.

### **Summer Academy Program Coordinator:**

1. Shall identify necessary topics for school counselor professional development.
2. Shall identify speaker, site, and time for Summer Academy in collaboration with Executive Committee.
3. Shall collaborate with public relationships committee members to announce and advertise the Summer Institute event.
4. Shall develop a method of assessing the success of the Summer Institute.
5. Shall collaborate with CSCA Board Members and Association Management Team to establish organization such as registration, etc. for the Summer Institute.
6. Shall attend the annual Leadership Development Institute.

### **Webinar Coordinator:**

1. Shall identify professional development webinar needs for CSCA members.
2. Shall seek professional presentations for webinar topics.
3. Shall coordinate with Public Relations committee about time, topic and presenter information for scheduled webinars.
4. Shall develop a method of assessing the success of webinars.
5. Shall attend the annual Leadership Development Institute.

### **Mentorship Program Coordinator:**

1. Shall develop a protocol for drafting qualified mentors.
2. Shall develop a protocol for inviting mentees to participate in the mentorship program.
3. Shall monitor the progress of the mentorship program.
4. Shall develop a method of assessing the success of the mentorship program.
5. Shall attend the annual Leadership Development Institute.

### **Nominations and Elections Committee:**

1. Shall be coordinated by the Executive Director.
2. Shall develop a nomination committee of 3-5 professional school counselors.
3. Shall issue a call for nominations to the membership on website and newsletter.
4. Shall provide written job descriptions as listed in the procedural manual to the prospective candidates.
5. Shall prepare and submit articles to newsletter promoting and describing state leadership roles.
6. Shall receive and compile information on each nominee and make it available to the membership

- through the newsletter and/or email.
7. Shall organize, print, distribute, and tabulate the election ballots in the most efficient manner.
  8. Shall make recommendations to the CSCA President Elect regarding possible committee appointments.
  9. Shall verify the eligibility of each person seeing election.

### **Professional Recognition Chair:**

1. Shall be coordinated by the Past President.
2. Shall provide leadership and coordination for recognizing commendable counselors and School Counseling programs in the State of Colorado.
3. Shall promote the Carol Hacker & Carla Mulkey Memorial Scholarship through communication with the state counselor education program.
  - a. Shall facilitate the selection of a recipient for this scholarship.
  - b. Shall have monetary award for scholarship at the awards presentation.
4. Shall review and revise criteria for professional recognition awards by consent of the Executive Committee.
5. Shall publicize the criteria for selection and solicit nominations for the award in the most efficient manner via appropriate media sites.
6. Shall receive the nominations and select the award recipients.
7. Shall order the award certificates and plaques.
8. Shall arrange for an appropriate awards recognition event.
9. Shall publicize (local, state, national) award winners.
10. Shall support state award winner with necessary documentation for the ASCA application.
11. Shall submit a written report of the activities with recommendations of the committee to the Governing Board.
12. Shall maintain a file of activities to be passed on to the next committee chair.

### **Audit Committee:**

1. Shall consist of the Executive Director, the President Elect, a Board member and a member at large nominated by the President and approved by the Governing Board.
2. Shall meet as soon as possible after the end of the CSCA fiscal year, June 30, with the CSCA Treasurer to review the financial situation of CSCA.
3. Shall prepare and present an audit report with the Committee's recommendation, if any, to the CSCA Board at their fall meeting each year.
4. Shall abide by the guidelines listed under *CSCA Procedural Manual*.

### **Graduate Student Liaison:**

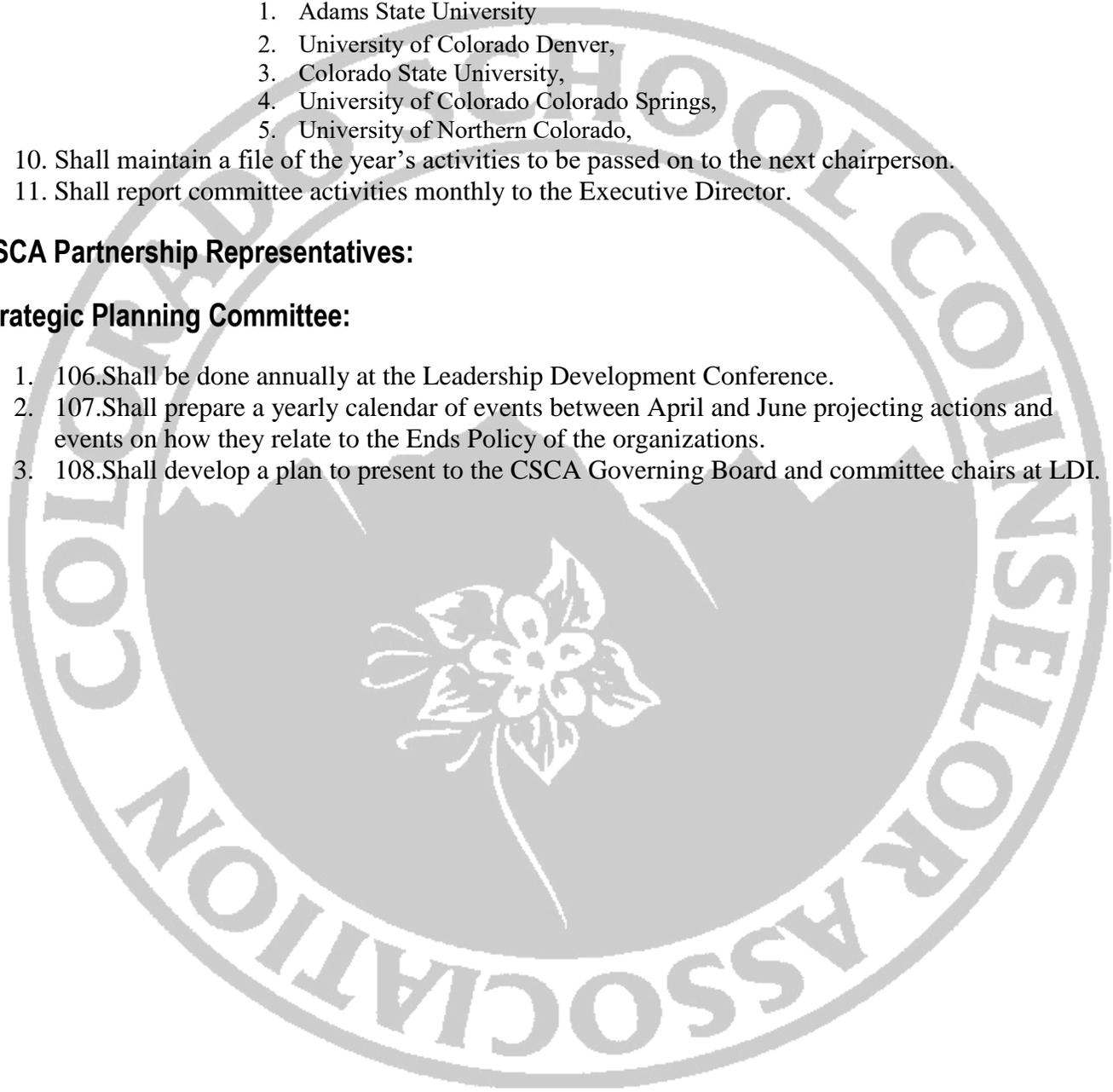
1. Shall inform the CSCA Governing Board of the interests, goals and needs of counseling graduate students.
2. Shall serve as a liaison to all departments of School Counselor Education programs in the state.
3. Shall communicate CSCA programs and services to counseling graduate students.
4. Shall submit an article for the CSCA Scene Publications reflecting the needs, concerns, and interests of graduate students. Articles for this publication may also be submitted by other grad students.
5. Shall assist the Membership Chairperson in recruiting student members.

6. 100. Shall provide opportunities for graduate students to network at the annual CSCA conference.
7. 101. Shall recruit, train, and support graduate student volunteers for the annual CSCA conference.
8. 102. Shall attend CSCA Governing Board meetings and attend the annual CSCA Leadership Development Institute.
9. 103. Shall be appointed by Executive Committee rotating every year from each of the counseling program universities.
  - a. Rotation:
    1. Adams State University
    2. University of Colorado Denver,
    3. Colorado State University,
    4. University of Colorado Colorado Springs,
    5. University of Northern Colorado,
10. Shall maintain a file of the year's activities to be passed on to the next chairperson.
11. Shall report committee activities monthly to the Executive Director.

### **CSCA Partnership Representatives:**

### **Strategic Planning Committee:**

1. 106. Shall be done annually at the Leadership Development Conference.
2. 107. Shall prepare a yearly calendar of events between April and June projecting actions and events on how they relate to the Ends Policy of the organizations.
3. 108. Shall develop a plan to present to the CSCA Governing Board and committee chairs at LDI.



## Executive Director Contract

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This agreement is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 20\_\_ by and between the Colorado School Counselor Association and the Executive Director \_\_\_\_\_.

The Executive Director is responsible to and shall report to the Governing Board of CSCA through the CSCA President. Requests for services listed below shall be made through the CSCA President. Such requests may be initiated by any member of the Governing Board or the Executive Director. The Executive Director agrees to perform the following services under the following terms and conditions.

### Services to be Performed:

- Shall serve as a permanent registered official for CSCA.
- Shall organize, maintain and store archives of CSCA.
- Shall review Constitution, By-Laws and Policy and Procedural manual annually and recommend revisions to the Governing Board.
- Shall monitor that the Executive Committee and Governing Board follows the CSCA Constitution, By-Laws, Policy and Procedural expectations of the organization.
- Shall serve as a member of the Executive Committee.
- Assist officers and committee chairs with information and coordination of services.
- Serve as coordinator of public information - develop a network of public support for understanding of school counseling goals and activities.
- Assist in the coordination of CSCA leadership development for members.
- Shall serve as parliamentarian at all Governing Board meetings (Roberts Rules of Order).
- Shall, with the President, review annually the contract agreement between the CSCA Governing Board and the Executive Director.
- Shall assist committee chairpersons and Governing Board members in the development of a strategic plan.
- Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
- Shall chair the Nominations and Elections Committee.
- Shall serve on the Audit Committee.
- Shall assist in the negotiation and confirmation of the contract with lobbyist with the approval of the CSCA Governing Board.
- Shall oversee the legal and ethical responsibilities of the organization.
- Disseminate Executive Director yearly report and evaluation to President and other parties, delivered in April of each year.
- Shall attend ASCA LDI as a Colorado Representative.
- Shall maintain and negotiate contract between the Executive Committee and the association management team.
- Shall maintain communication between the Executive Committee and the association management team.
- Shall attend the annual Leadership Development Institute and Delegate Assembly as a representative.

### Compensation:

- No salary shall be paid the Executive Director, but the Executive Director shall be reimbursed by

CSCA for actual expenses incurred in execution of assigned services.

**Term:**

- This agreement shall be renewed annually by the CSCA Governing Board and the Executive Director.
- This agreement may be terminated by either party, with or without cause, thirty (30) days after written notice.

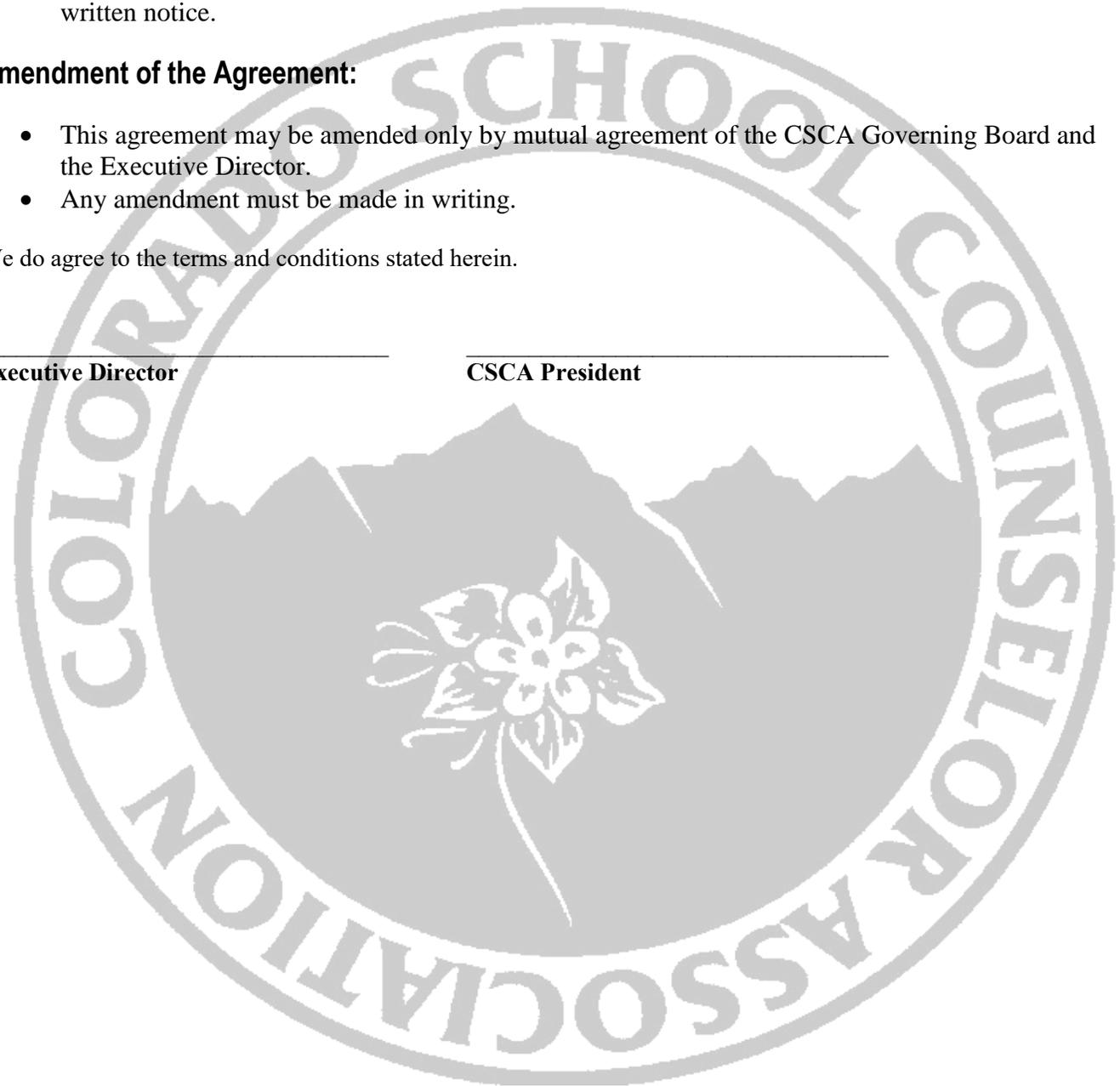
**Amendment of the Agreement:**

- This agreement may be amended only by mutual agreement of the CSCA Governing Board and the Executive Director.
- Any amendment must be made in writing.

We do agree to the terms and conditions stated herein.

\_\_\_\_\_  
**Executive Director**

\_\_\_\_\_  
**CSCA President**



## Application for CSCA Committee Membership

I have read the roles and functions of the committee and the procedures of the CSCA Board. I agree that I will attend the necessary meetings of this committee and will participate in achieving the goals and objectives of this committee.

**Signature of Applicant:** \_\_\_\_\_

**Name:** \_\_\_\_\_

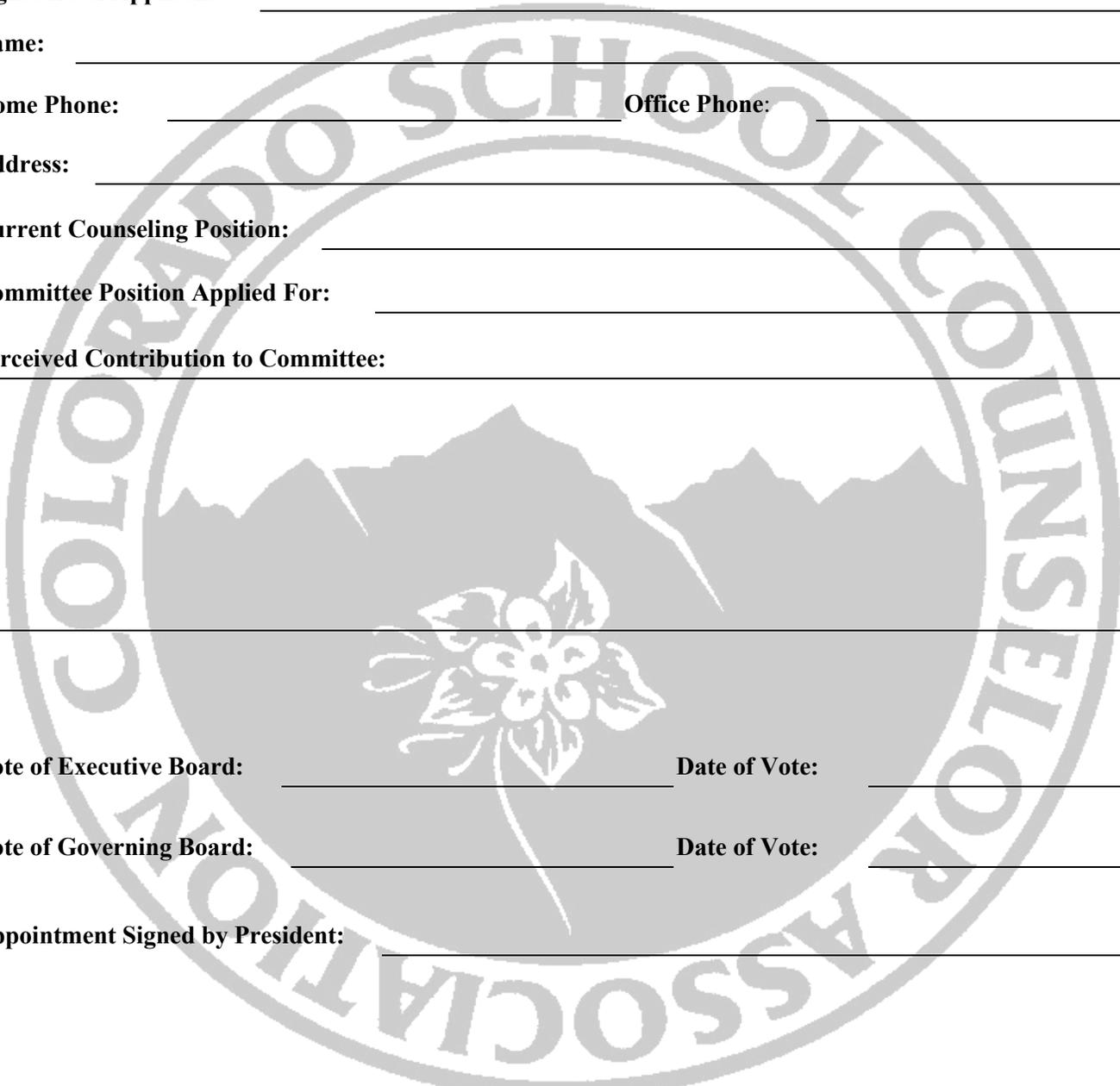
**Home Phone:** \_\_\_\_\_ **Office Phone:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Current Counseling Position:** \_\_\_\_\_

**Committee Position Applied For:** \_\_\_\_\_

**Perceived Contribution to Committee:**



\_\_\_\_\_

**Vote of Executive Board:** \_\_\_\_\_ **Date of Vote:** \_\_\_\_\_

**Vote of Governing Board:** \_\_\_\_\_ **Date of Vote:** \_\_\_\_\_

**Appointment Signed by President:** \_\_\_\_\_