



GOVERNING POLICIES

Revised and Approved: July, 2009

ENDS POLICIES

ASCA's VISION

The American School Counselor Association is the foundation that expands the image and influence of professional school counselors through advocacy, leadership, collaboration and systemic change. The American School Counselor Association empowers professional school counselors with the knowledge, skills, linkages, and resources to promote student success in the school, the home, the community, and the world.

Article I

Professional school counselors are skilled educators who are held to high standards and are integral to student achievement and success.

Article II

Federal and state legislative policy supports student advocacy and fully-funded comprehensive school counseling programs that are integral to student achievement and success.

Article III

Relevant research and the use of data substantiates and supports comprehensive school counseling programs as integral to student achievement and success.

Article IV

Professional and ethical standards promote excellence in comprehensive school counseling.

Article V

Strategic partnerships with stakeholders and other organizations support and benefit professional school counselors and comprehensive school counseling programs as integral to student achievement and success.

Article VI

School counseling leaders at local, state, and national levels create systemic change to implement and support results-based, data-driven comprehensive school counseling programs.

Article VII

An organizational structure and administrative functions facilitate the accomplishment of the ends statements.

OPERATIONAL PARAMETERS

The executive director shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics or compromises the profession of school counselors.

Article I: Treatment of stakeholders

With respect to interactions with stakeholders or those applying to be stakeholders, the executive director shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Section A. Membership

1. Membership Categories

School counseling professionals and others interested in school counseling are eligible for membership in various membership categories as specified in the bylaws.

- a. Professional Membership. Professional members must hold a master's degree or higher in counseling or the substantial equivalent and must be credentialed as a school counselor by a state, district, or territory of the United States or the credentialing agency of the country in which they practice or must be employed as counselor educators in a graduate program that prepares school counselors.
- b. Retired Members. Members who are in retirement and do not hold full-time positions in school counseling are eligible for retired membership. Retired members hold a master's degree or higher in counseling or the substantial equivalent; are or were credentialed as a school counselor by a state, district, or territory of the United States or the credentialing agency of the country in which they practice; or were employed as school counselors, supervisors of school counselors, or counselor educators in a graduate program that prepares school counselors.
- c. Student Membership. Students who are enrolled in a master's degree program that prepares school counselors and who do not hold full-time positions in school counseling are eligible for student membership.
- d. Affiliate Membership. Individuals interested in counseling, who are not eligible for any other type of membership, may become affiliate members.
- e. Allied Membership. Corporations or businesses interested in supporting the goals of ASCA may become allied members.

2. Rights and Privileges.

All members shall receive the rights and privileges accorded their membership categories as specified in ASCA policies that address membership. Professional, and retired members may vote on all matters coming before the association and shall be eligible to serve as members of the Delegate Assembly; however, only professional and retired members shall be eligible for election to the Governing Board of ASCA. Student, affiliate and allied members are not eligible to vote, to serve on the Delegate Assembly nor to serve on the Governing Board.

3. Severance of Membership.

Association members may be disciplined or expelled from membership for one or more of the following reasons.

- a. A member is delinquent in paying membership dues. Membership may be revoked at the discretion of the executive director and may be reinstated upon the payment of current dues.
- b. A member is in violation of ASCA's Ethical Standards for School Counselors.
- c. A member's state license or credential has been revoked.
- d. Any other reason deemed by the Governing Board to be in the best interests of ASCA.

Revocation Process

The following process shall be used to determine revocation of ASCA membership, except in the case of nonpayment of dues.

- a. A request to revoke membership must be made in writing, with a statement of the specific reasons why revocation is sought, and sent to the ASCA executive director by certified mail. The charges must be made over the signature of at least 10 ASCA members in good standing in the state involved, or one or more members of the ASCA Governing Board.
- b. To initiate action regarding the revocation of membership, a notice of intent to revoke must first be passed by a majority of the ASCA Governing Board members present and voting. The member(s) in question must be advised in writing of the reasons for the proposed action.
- c. Member(s) who receive a notice of intent to revoke membership shall be given 30 days to respond in writing to the charges and to submit the response to the ASCA executive director.
- d. Member(s) who receive a notice of intent to revoke membership shall be given the opportunity to appear before ASCA's Governing Board or a mutually agreed upon impartial body consisting of not less than three nor more than seven individuals selected by the President with the concurrence of the Governing Board. Such impartial body shall exclude any ASCA members involved with the charges. The hearing may be conducted in person, via telephone conference call or other mutually agreed upon method. The person(s) bringing the charges shall also have an opportunity to appear at a hearing. If any costs are incurred to hold a hearing, such costs shall be paid by the party that requests the hearing. The impartial body shall present its findings and recommendations for revocation, remediation and reinstatement to the Governing Board within 30 days following the hearing and gathering of all evidence.
- e. If a hearing is held, the member(s) in question shall have the opportunity to question witnesses against them. If either party desires legal representation at the hearing, the ASCA executive director must be notified in writing by certified mail within 30 days prior to the hearing in order to advise the other party to this action.
- f. Revocation, remediation and reinstatement of membership must be approved by two-thirds of the ASCA Governing Board members present and voting. Any members of ASCA's Governing Board who are involved in the charges in any way shall refrain from voting or taking part in the consideration of the issue.

- g. Decisions made by the Governing Board regarding revocation, remediation and reinstatement of membership shall be considered final.
- h. The member(s) charges with violations of Ethical Standards and the person(s) bringing those charges shall be notified by the ASCA executive director within 30 days in writing by certified mail of the final action taken by the Governing Board.

4. Dues Structure

The dues structure is approved by the Delegate Assembly based on recommendations of the Governing Board. ASCA has a reduced fee for students and retired counselors. The membership fee covers approximately half the cost of membership.

The following annual membership dues are in effect as of Oct. 1, 2005:

• Professional	\$115	
•Affiliate	\$115	
• Retired/Student	\$60	
•Allied:		
	<u>Company Budget</u>	<u>Dues</u>
	Under \$3,000,000	\$195
	\$3,000,000-\$10,000,000	\$295
	Over \$10,000,000	\$395

5. Membership List Rental

The executive director reviews and approves or disapproves all requests for list rental and distribution of materials produced by other organizations to ASCA members.

6. ASCA Regions:

ASCA’s membership is divided into four regions.

- a. The North Atlantic Region shall consist of Connecticut, Delaware, Dist. of Columbia, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
- b. The Southern Region shall consist of Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, West Virginia
- c. The Midwest Region shall consist of Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, Oklahoma, South Dakota, Wisconsin
- d. The Western Region shall consist of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming

Section B: Divisions

ASCA divisions are created and chartered in accordance with ASCA’s bylaws. Division charters shall be reviewed and may be reissued every five years to coincide with review of division bylaws.

1. Benefits

- a. ASCA supports divisions, and promotes divisional membership and activities.
- b. ASCA apportions division's delegates to the Delegate Assembly in accordance with Governance Process Policies, Article II, Section A-1b.
- c. ASCA maintains a leadership listserv for division presidents, past presidents and presidents-elect.
- d. ASCA assists divisions by providing organizational and management expertise and consultation about issues relevant to them.
- e. Divisions may use ASCA's logo in materials and may incorporate ASCA's logo into division logos, with ASCA's approval.
- f. Division presidents and presidents-elect may attend ASCA's Leadership Development Institute.
- g. ASCA may waive LDI registration fees for presidents-elect pending fulfillment of all division responsibilities as specified in policies and procedures.
- h. ASCA recognizes exemplary state, district or territory leaders and divisions.
- i. Divisions are eligible to apply for ASCA Legislative, Innovative Initiative and Leadership Development Institute grants.
- j. ASCA provides materials and resources for distribution to division members and offers discounts for selected ASCA publications.
- k. ASCA national leaders provide professional development, keynote addresses and other presentations at state conferences at cost.
- l. Divisions may host ASCA's annual conference, LDI or other meetings.

2. Responsibilities

- a. Divisions shall support ASCA and ASCA's mission and ASCA's programs.
- b. Division leaders shall act ethically and with integrity in a professional manner.
- c. Divisions shall promote membership in ASCA.
- d. Divisions shall use ASCA's logo responsibly and professionally. ASCA reserves the right to determine whether its logo is misused or used in a manner that is detrimental to the image or reputation of the organization.
- e. Divisions shall submit their bylaws to ASCA for review and approval every five years. Divisions shall submit any changes in Bylaws to ASCA when they are approved by the division. Division bylaws must not be in conflict with ASCA bylaws and must be approved by ASCA.
- f. Divisions shall submit a list of leaders, including board members, officers and committee chairs each year.
- g. Divisions shall submit a list of all division members, with contact information, to ASCA each year.
- h. Divisions shall submit dates and locations of conferences and other meetings to ASCA each year.
- i. Divisions shall submit an annual report for inclusion in Delegate Assembly working papers.
- j. Divisions shall promote leadership opportunities in ASCA.

- k. Divisions shall not hold conferences, seminars or other meetings or engage in activities that conflict or compete with ASCA activities without prior approval from ASCA.
- l. Divisions shall agree to fulfill the responsibilities stated herein.

3. **Revocation of Division Charter**

a. **Reasons for Revocation**

Division charters may be reviewed and revoked at any time under one or more of the following conditions:

1. A division is no longer operating under bylaws approved by ASCA.
2. The number of ASCA members in a division is less than 25.
3. A division is no longer considered an active association by holding meetings and by regularly attending ASCA's Leadership Development Institute and Delegate Assembly.
4. A division does not fulfill the aforementioned agreed upon responsibilities.
5. Any other reason deemed by the Governing Board or Delegate Assembly to be in the best interests of ASCA.

b. **Revocation Process**

The following process shall be used to settle disputes regarding division charters.

1. Parties in dispute at the state level must first attempt to reach an informal resolution of their differences following the initiation of a dispute and before submitting a revocation proposal to ASCA. The party requesting revocation of a division charter must submit a notarized statement to the effect that it has diligently tried and failed to resolve the situation, with a description of its efforts.
2. A request to revoke a charter must be made in writing, with a statement of the specific reasons why revocation is sought, and sent to the ASCA executive director by certified mail. The charges must be made over the signature of at least 10 ASCA members or at least 10 percent of ASCA members, whichever is greater, in good standing in the state, district or U.S. territory involved, or one or more members of the ASCA Governing Board.
3. Before final action may be taken with respect to the revocation of a Division charter, a notice of intent to revoke must first be passed by a majority of the ASCA Governing Board members present and voting and the Division in question must be advised in writing of the reasons for the proposed action. The ASCA Governing Board shall allow the division a reasonable period to effect remedial measures.
4. The Division charged in a dispute shall be given 30 days to respond in writing to the charges and to submit the response by certified mail to the ASCA executive director.
5. A division charged in a dispute and representatives of the claimants shall be given the opportunity to appear before ASCA's Governing Board or a mutually agreed upon impartial body consisting of not less than three nor

more than seven individuals selected by the President with the concurrence of the Governing Board. Such impartial body shall exclude ASCA members of the division and ASCA members of other parties involved in the dispute and shall present its findings and recommendations to the Governing Board within 30 days following the hearing and gathering of all evidence.

6. If a hearing is held, a division charged in a dispute shall have the opportunity to question witnesses against the division. If either party desires legal representation at the hearing, the ASCA executive director must be notified in writing by certified mail within 30 days prior to the hearing in order to advise the other party to this action.
7. A recommendation to the Delegate Assembly to revoke a division charter must be approved by two-thirds of the votes cast by the members of the ASCA Governing Board. Any member(s) of ASCA's Governing Board who is from the state, district or U.S. territory involved, who brings the charge initially or who is involved in the dispute in any way, shall refrain from voting or taking part in the consideration of the issue.
8. A written report and recommendation shall be made by the Governing Board to the Delegate Assembly at the first meeting following the vote of the ASCA Governing Board.
9. Revocation of a division charter must be approved by two-thirds of the votes cast by the members of the Delegate Assembly. Any members of ASCA's Delegate Assembly who are from the state, district or U.S. territory involved, who bring the charge initially or who are involved in the dispute in any way, shall refrain from voting or taking part in the consideration of the issue.
10. Decisions made by the Delegate Assembly considering charges to the revocation of a division charter shall be considered final.
11. The parties in dispute shall be notified by the ASCA executive director within 30 days, in writing, by certified mail of the final action taken by the Delegate Assembly.

4. Voluntary Withdrawal

- a. An ASCA division that desires to withdraw its charter voluntarily shall submit a request in writing to the Governing Board formally requesting voluntary withdrawal of its charter. The letter, which must be sent to the ASCA office by certified mail or other trackable delivery service, must explain the division's reasons for the request and must include a copy of a motion or resolution passed by the division's board or executive committee approving the request.
- b. The ASCA Governing Board reserves the right to gather additional information from the division leadership, its membership or other sources,
- c. The ASCA Governing Board reserves the right to ask the division to demonstrate that it has made diligent efforts to remain as a division. This may include signing and submitting a notarized statement attesting to the division's efforts and actions.
- d. The ASCA Governing Board reserves the right to ask the division to engage in any remedial measures to resolve any issues surrounding the request.

- e. The Governing Board shall respond to the division within 30 days of receipt of a request for voluntary withdrawal and shall take action no later than the next scheduled Board meeting.
- f. If a request for voluntary withdrawal is accepted by the Governing Board, the charter reverts to ASCA and may be granted to another group in the state, district, or U.S. territory in accordance with ASCA policies that address division charters.

Section C: American Counseling Association

ASCA is organized in accordance with the Articles of Incorporation and Bylaws of ACA, and as such, the executive director may not cause or allow conditions or practices that result in noncompliance with ACA bylaws.

Article II: Treatment of Staff

With respect to the treatment of paid and volunteer staff, the executive director may not cause or allow conditions that are unfair, unsafe, or undignified.

Article III: Financial Planning and Budgeting

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's ends priorities, risk fiscal jeopardy, or fail to be derived from a multiyear plan.

Section A: Information

The executive director shall not allow budgeting that contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

Section B: Net income

The executive director shall not allow budgeting that plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.

Section C: Reserves

The executive director shall not allow budgeting that reduces the current assets at any time to less than 25 percent of the current annual budget.

Section D: Board Prerogatives

The executive director shall not allow budgeting that provides less for board prerogatives during the year than is set forth in the cost of governance policy.

Article IV: Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the executive director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in ends policies.

Section A: Board Member Responsibilities

Directors of the association shall assume a fiduciary duty and shall be entrusted by the membership to conduct the business of the association in a fiscally responsible manner. In order to carry out that mandate, all persons who perform functions on behalf of the association (elected leaders, appointed leaders, and staff) shall know and adhere to the financial policies of the association and shall carry out ASCA duties in a cost efficient manner.

Section B: Executive Director Responsibilities

1. Debt Avoidance

The executive director shall not expend more funds than have been received in the fiscal year unless a debt guideline is met.

2. Encumbrance

The executive director shall not indebt the organization in an amount greater than can be re-paid by certain, otherwise unencumbered revenues within 60 days.

3. Reserves

The executive director shall not use any long-term reserves.

4. Transfer of Funds

The executive director shall not conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty days.

5. Payment of Debts

The executive director shall not fail to settle payroll and debts in a timely manner.

6. Government Filings

The executive director shall not allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

7. Spending Limits

The executive director shall not make a single purchase or commitment of greater than \$20,000.

8. Real Property

The executive director shall not acquire, encumber, or dispose of real property.

9. Accounts Receivables

The executive director shall not fail to aggressively pursue receivables after a reasonable grace period.

Article V: Emergency Executive Director Succession

In order to protect the board from sudden loss of executive director services, the executive director shall not fail to have a minimum of two other staff members familiar with board and executive director issues and processes.

Article VI: Asset Protection

The executive director shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Section A: Insurance

The executive director shall ensure that ASCA maintains the following insurance coverages.

1. Liability insurance on all directors and officers. This includes Governing Board members, committee chairs and committees. Any group working on behalf of ASCA and under official sanction of ASCA is included.
2. Property insurance on all equipment and materials in the ASCA office.
3. Life insurance on all employees.
4. Special liability insurance for the Annual Conference.

Article VII: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the executive director shall not cause or allow jeopardy to fiscal integrity or public image.

Section A: Staff Compensation

The executive director shall establish appropriate salaries and salary increases for ASCA staff. Salaries shall be included in the annual budget and become effective on Oct. 1.

Section B: Presidential Compensation

1. Amount of Stipend

The president's employer shall be reimbursed for all expenses incurred as a result of the president's service as agreed upon in advance, not to exceed \$75,000.

2. Terms of Contract

A contract shall be negotiated with the president-elect by the executive director prior to Oct. 1 of the presidential year.

Article VIII: Communication and Support to the Board

The executive director shall not permit the board to be uninformed or unsupported in its work.

Article IX: Contracts and Joint Ventures

The executive director may not enter into any grant or contract arrangements that fail to emphasize primarily the production of Ends and, secondarily, the avoidance of unacceptable means.

Section A: Contracts

1. Authority

The executive director shall approve partnerships, business relationships or sponsorships that are effective, prudent, and ethical as defined within the mission and vision of ASCA.

2. Written Agreements

Provisions of partnerships, business relationships, sponsorships and outsourced services are enumerated in written agreements or formal contracts, which are reviewed by ASCA's attorney, when necessary, and signed by the executive director.

Section B: Alliances

1. Authority

The executive director reviews and approves or disapproves all requests for use of ASCA's name and logo.

2. Written Agreements

The executive director shall ensure that the use of ASCA's name and logo by other organization is done in accordance with written agreements.

GOVERNANCE PROCESS POLICIES

The purpose of the board, on behalf of stakeholders, is to see to it that the American School Counselor Association achieves what it should and avoids unacceptable actions and situations.

Article I: Governing Style

The board shall govern with an emphasis on:

- _ 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
- _ Proactivity rather than reactivity

The board shall cultivate a sense of group responsibility. The board, not the staff, shall be responsible for excellence in governing. The board shall be the initiator of policy, not merely a reactor to staff initiatives. The 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 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 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 process and periodic board discussion of process improvement.

The 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.

Section A. Ground Rules for Board Meetings

Governing Board members shall abide to the following rules during board meetings:

1. Focus on ends policies.
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 meeting.
7. Base decisions on parameters that include monitoring data, the ends policies and other relevant data.
8. Treat other board members with respect, courtesy, fairness and good faith.
9. Be brief, no war stories, don't repeat.
10. Focus on *what* is right, not *who* is right.
11. Respect confidentiality of board meeting discussions, with exceptions agreed upon by the board.
12. Respect confidentiality of board decisions until those decisions are formally adopted by the board, with exceptions agreed upon by the board.
13. Limit discussions of board business to the board room.

Section B. Board Dispute Resolution Process

The board is responsible for holding itself accountable for its actions, including actions taken by individuals that may undermine the efforts of the organization, the board or other individuals. The board shall use the following process to resolve disputes. A board member or the executive director who perceives a problem or concern shall discuss it privately with the individual(s) involved. When a 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 mediators(s)

If the issue is not resolved through mediation, the matter shall be brought before the whole Board and should not be discussed with 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 an individual or group of board members that exhibited the problem or issue
- Consequence of the behavior
- Impact on the organization and to 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 to problem
- Give disputants further opportunity to resolve the problem.

If a resolution still cannot be reached, the Board shall collectively agree on a course of action to address the problem, issue or concern, using the FRISK model.

Fact: State the facts of the action or event that occurred.

Rule: State the rule or policy that the action or event violated.

Impact: State the impact of the action or event on the association.

Suggestion: Suggest ways that the person should act to avoid or handle similar issues or situations in the future.

Knowledge: Provide any knowledge, assistance or training the person may need to carry out the suggestions.

After an issue has been resolved, the board shall collectively agree on measures to prevent the problems from recurring in the future or a course of action to address the problem if it recurs.

The board shall ensure that due process is afforded to all parties throughout dispute resolution proceedings. The board shall handle/address disputes in Executive Session.

Section C. Board Members' Code of Conduct

1. Ethics

Board members must adhere to the ASCA Ethical Standards for School Counselors.

2. Loyalty

Board members must represent unconflicted loyalty to the interests of the association. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any board member acting as a consumer of the organization's services.

3. Conflicts of Interest

Board members must avoid conflict of interest with respect to their fiduciary responsibility.

- There must be no self-dealing or any conduct of private business or personal services between any board members and the organization, except as procedurally controlled, to ensure openness, competitive opportunity, and equal access to inside information.
- When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent him or herself without comment from not only the vote, but also the deliberation.
- Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a members desire employment, he or she must first resign.
- Members will disclose their involvements with other organizations, with vendors, or any other organizations that might produce a conflict.

4. Group Authority

Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.

5. Interaction with the Public

Board members’ interaction with the public, press or other entities must recognize the same limitations and the inability of any board member to speak for the board except to repeat stated Board decisions.

6. Interaction with the Staff

Board members may not attempt to exercise individual authority over nor judge the performance of the executive director or staff, except as explicitly set forth in board policies.

7. Confidentiality

Members will respect the confidentiality of discussions in the Board meeting.

Article II: Governance Structure

Section A: Delegate Assembly

The Delegate Assembly shall serve as the highest governing body of the American School Counselor Association.

1. Representation

- The Delegate Assembly consists of voting members of the ASCA Governing Board and delegates of the chartered divisions.
- The number of delegates per state is apportioned according to the number of ASCA members in the state on ASCA’s membership roster as of Jan. 1 of the current year.

Each chartered state division shall be represented in the Delegate Assembly as follows:

ASCA MEMBERSHIP	NUMBER OF DELEGATES
25-250	2
251-500	3
501-750	4

751-1,000	5
1,001 or more	6

2. Meetings

- a. The Delegate Assembly shall meet in conjunction with the ASCA Annual Conference each year.
- b. The president of the association shall preside at meetings of the Delegate Assembly. In the absence of the president, the president-elect shall preside.
- c. Delegates to the Delegate Assembly shall be provided certifying credentials by the corporate secretary.
- d. Members of the Association other than members of the Delegates Assembly may attend the Delegate Assembly, and may, in accord with the standing rules, address the group at the pleasure of the majority of the Delegate Assembly, but may not introduce motions or vote.

Section B: Governing Board

The Governing Board shall serve as the legislative body of ASCA. The principal duties of the Governing Board shall be to set policy and to give direction to the Association.

1. The board shall produce the link between the organization and the ownership.
2. The board shall produce written governing policies that, at the broadest levels, address each category of organizational decision.
3. The board shall produce assurance of executive director performance.

Each member of the Governing Board shall be a member of his/her ASCA-chartered state division.

Section C. Board Member's Roles

The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members. Board members shall strive to:

- a. speak with one vision and one voice
- b. ensure that ASCA supports school counselors
- c. give back to ASCA
- d. help future generations of school counselors
- e. advocate for the profession and the association
- f. provide direction to the executive director
- g. ensure that the association remains viable
- h. bring issues from constituents
- i. be knowledgeable about ASCA's bylaws, policies and board decisions and communicate, clarify and support them to constituency
- j. support ASCA's vision
- k. support the continuous improvement of the association
- l. be prepared for meetings
- m. represent school counselors
- n. identify and encourage future leaders
- o. draw on the experience of senior and out-going board members to mentor other board members and to meet the goals of the association.

- p. trust the policy governance process
- q. trust the ASCA staff
- r. assume and project the best

1. President

The president ensures the integrity and fulfillment of the board's process and represents the board to outside parties. A president who does not retire, but ceases to be employed as a professional school counselor, director of guidance/student services, counselor educator or a comparable position in the school counseling profession as determined by the Board, may be asked to resign. Specific responsibilities of the president include the following:

- a. Perform duties as directed by the bylaws, Delegate Assembly and Governing Board in accordance with ASCA's work plan.
- b. Preside at all meetings of the Delegate Assembly and Governing Board.
- c. Coordinate with the executive director to represent ASCA at meetings and conferences of other organizations and with media at the national, state, and local levels.
- d. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- e. Contribute to the annual report submitted to the Delegate Assembly.
- f. Coordinate and communicate with Governing Board, executive director and state leaders.
- g. Write articles for each issue of *ASCA School Counselor* and other publications as requested.
- h. Maintain and communicate activities report and travel itinerary.
- i. Coordinate with the executive director of ASCA the agenda and the working papers for Delegate Assembly and Governing Board meetings.
- j. Coordinate executive director evaluation in accordance with ASCA's work plan and principles of policy governance.

2. President-Elect

The president-elect fulfills the president's obligations in the president's absence and prepares to assume the office of president. A president-elect who does not retire but ceases to be employed as a professional school counselor, director of guidance/student services, counselor educator or a comparable position in the school counseling profession as determined by the Board, may be asked to resign. Specific responsibilities of the president-elect include the following:

- a. Perform such duties as may be directed by the bylaws, Delegate Assembly and the Governing Board.
- b. In the absence of the president, assume the role of the president with all of its authority and responsibility.
- c. Prepare for presidential year.
- d. Coordinate with the executive director to represent ASCA at meetings and conferences of other organizations and with media at the national, state, and local levels.
- e. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- f. Contribute to the annual report submitted to the Delegate Assembly.

3. Immediate Past President

The immediate past president provides historical perspective and guidance to the board. Specific responsibilities of the immediate past president include the following:

- a. Perform such duties as may be directed by the bylaws, Delegate Assembly or the Governing Board.
- b. Coordinate nominations and elections process
- c. Coordinate with the executive director to represent ASCA at meetings and conferences of other organizations and with media at the national, state, and local levels.
- d. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- e. Contribute to the annual report submitted to the Delegate Assembly.
- f. Advise the Governing Board regarding policy governance.
- g. Review a sample of ASCA's monthly credit card statements no less frequently than twice each year.

4. Level Vice Presidents

Level vice presidents shall be elected for three-year terms to bring the perspective of professional school counselors in elementary, middle/junior high, secondary, counselor coordinator/director and counselor educator work settings.

Elementary and secondary vice presidents shall be elected in odd-numbered years. The middle/junior high and supervisor/post secondary vice presidents shall be elected in even-numbered years.

A level vice president who does not retire but ceases to be employed as a school counseling professional at the work setting level to which he or she was elected may be asked to resign.

Specific responsibilities of level vice presidents include the following:

- a. Perform duties as directed by the bylaws, Delegate Assembly or Governing Board.
- b. Represent the interests, needs, and concerns of school counselors in respective work level settings.
- c. Generate interest in activities within respective work level settings.
- d. Coordinate with the executive director to represent ASCA at meetings and conferences of other organizations and with media at the national, state, and local levels.
- e. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- f. Contribute to the annual report submitted to the Delegate Assembly.
- g. Write articles as appropriate for *ASCA School Counselor* and other publications.
- h. Review program/institute proposals for ASCA conference.
- i. Facilitate level-sharing sessions at annual conference.

5. Regional Vice Presidents

Regional vice presidents shall be elected for three-year terms to bring the perspective of professional school counselors in ASCA's Midwest, North Atlantic, Southern and Western regions.

The North Atlantic and Western Regional vice presidents shall be elected in odd-numbered years. The Midwest and Southern Regional vice presidents shall be elected in even-numbered years.

A regional vice president who moves to another region or does not retire but ceases to be employed as a professional school counselor, director of guidance/student services, counselor educator or comparable position in the school counseling profession as determined by the Board may be asked to resign.

Specific responsibilities of regional vice presidents include the following:

- a. Perform such duties as may be directed by the bylaws, Delegate Assembly, or Governing Board.
- b. Act as special liaisons to the states within his/her region, keeping the state school counselor association presidents informed of Governing Board actions and other issues.
- c. Coordinate with the executive director to represent ASCA at meetings and conferences of other organizations and with media at the national, state, and local levels.
- d. Represent the interests, needs, and concerns of the respective region and conduct environmental scanning.
- e. Communicate the policy and concerns of ASCA to the region's counselors.
- f. Provide ASCA visibility and increase ASCA membership.
- g. Promote the professional role of the counselor.
- h. Promote, stimulate, and support professional development activities.
- i. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- j. Contribute to the annual report submitted to the Delegate Assembly.
- k. Write articles as appropriate for *ASCA School Counselor* and other publications.
- l. Lead regional caucus at Delegate Assembly.
- m. Review ASCA grant applications.
- n. Facilitate ASCA charter and bylaw reviews by helping states in the region fulfill charter and bylaw requirements.

6. Parliamentarian

A Parliamentarian may be appointed to a one-year term by the president. If appointed, specific responsibilities of the parliamentarian include the following.

- a. Advise the Governing Board regarding Bylaws and parliamentary procedure.
- b. Review and submit proposed standing rules to each Delegate Assembly.
- c. Attend all official meetings of the Delegate Assembly and the Governing Board.

Section D: Nominations and Elections

1. Nominations and Elections Process

The Governing Board shall maintain direction of the nominations and elections process.

- a. Nomination packets are submitted by individuals interested in seeking an office.
- b. The Nominations and Elections Committee coordinates with staff the review of the packets and list of individuals who meet the requirements for eligibility.
- c. The Delegate Assembly selects three candidates for each office for the ballot based on a simple majority vote.

- d. In the event the Delegate Assembly is unable to select three candidates from the available nominees, the Nominations and Elections Committee is charged with securing sufficient candidates for the final ballot.
- e. Votes are cast by mail ballot. New Board members are selected by simple majority.

2. Eligibility for Office

Members seeking nomination for an ASCA office shall meet the following specifications.

- a. Nominees must be professional members of ASCA, as stated in the bylaws, Article II, Section 2 and operational parameters Article 1, Section A-1-a of ASCA policies.
- b. Nominees must have a written endorsement by their ASCA-chartered school counseling association Governing Board. Divisions may endorse up to two candidates but may not endorse two candidates for the same position. Endorsements must be made in the form of approved minutes or resolution verifying that the endorsement was made by the division board. Candidates who do not receive an endorsement from their division may request that the Delegate Assembly approve their nomination without division endorsement. Such requests must be submitted in writing in the candidate's packet, with an explanation for why an endorsement was not obtained. A copy of the written request shall be sent to the candidate's division, which shall be given an opportunity to respond to the Delegate Assembly.
- c. Nominees for level vice presidents shall be employed as school counseling professionals at the work setting level for which they are seeking office.
- d. Nominees for regional vice presidents must be employed as a school counseling professional in the geographic region for which they are seeking office.
- e. Nominees for president-elect must be employed as a professional school counselor, director of guidance/student services, counselor educator or a comparable position in the school counseling profession as determined by the ASCA Board.

3. Campaign Policies

To maintain a healthy professional environment, campaigning shall be kept to a minimum and in accord with the following policy:

The goal of the campaign policies is to:

- generate member interest in submitting candidate packets,
 - permit creativity in campaigning,
 - ensure a fair election for all candidates, and
 - increase membership votes in the election.
- a. Campaign policies are effective upon endorsement of candidates by the Delegate Assembly.
 - b. The association, its divisions and its regions shall not contribute, budget, nor appropriate organizational funds for support of any candidates for ASCA office.
 - c. ASCA involvement in campaigns shall be limited to the following:
 1. Written candidacy information shall be published in the election issue of *ASCA School Counselor* and shall accompany the ballot.
 2. At the annual conference, ASCA may schedule a reception for all candidates where candidate campaigning is allowed.

- d. SCA involvement in campaigns shall be limited to the following:
 - 1. SCAs shall not promote or campaign for any candidates.
 - 2. State SCAs may use only the ASCA-approved candidates' statements to publish information about candidates in newsletters, on Web sites, and at conferences.

- e. Candidate involvement in campaigns shall be limited to the following:
 - 1. Candidates shall not accept campaign funds or other campaign support, including in-kind support, from associations, divisions, regions, schools, commercial firms, corporations or foundations.
 - 2. Candidates shall not use ASCA or SCA resources such as Web sites, listservs, logos, equipment or supplies to solicit votes or support.
 - 3. Candidates may produce and distribute pins, fliers, brochures and other materials at their own expense.
 - 4. All candidates shall refrain from using any ASCA listservs and message boards between the time ballots have been mailed or posted online and the close of the election.

4. Ballot Policies

- a. The order of the candidates' names for all positions on the ballot shall be listed alphabetically by last name.
- b. Elections shall be held by mail ballot, electronic ballot or other means as appropriate and approved by the Governing Board. Voting members of the association shall receive ballots or notification that ballots are available at least four weeks prior to the ballot deadline.

5. Violations of Policies

Violation of the nominations and elections policy shall subject candidates to possible invalidation of their eligibility as candidates. Authority to withdraw the said candidate rests with the Nominations and Elections Committee with ratification by the Governing Board.

- a. The Nominations and Elections Committee shall make recommendations to the ASCA Governing Board regarding violations of nominations and elections policies. The decision of the Governing Board shall be final.
- b. A nominee or candidate charged with violating the ASCA nominations and elections procedures shall be given notice via certified mail of the precise nature of the charge by the Nominations and Election chair within 14 days of receipt of the charge.
- c. The Nominations and Elections Committee may review any charges made by a nominee or candidate against another nominee or candidate, any charges made over the signature of five members in good standing and any election activities that the Nominations and Elections Committee believes may not be in accord with the election policies.
- d. A nominee or candidate charged with a violation shall be given the opportunity to present written evidence to defend the charge(s). This evidence must be received by the Nominations and Elections chair via certified mail within 14 calendar days after notification of charges.
- e. A nominee or candidate charged with violating the nominations and election policies shall be given the opportunity to present evidence through witnesses or otherwise, shall

be given the opportunity to question witnesses, shall have the right to appeal and shall have the right to a hearing before the Governing Board.

- f. If a nominee is disqualified prior to an election, the nominee for the same position with the next highest vote total shall be added to the ballot. If the candidate is disqualified after an election, the candidate with the next highest vote count shall be declared the winner.

6. Recount Petition

- a. A recount of election results may be requested only by the candidate involved in the recount and must be in writing to the ASCA executive director.
- b. The request for recount must be received in the ASCA office via certified mail by 4:30 p.m. EST no later than 14 calendar days after notification of results.
- c. Costs of a recount that changes the election result in favor of the petitioner shall be paid by ASCA. Costs of a recount that does not change the election result in favor of the petitioner shall be paid by the petitioner.
- d. Observers are permitted to watch, but not participate in, a petition recount. Observers are designated by the petitioner and provided at the petitioner's expense.
- e. In the case of an approved petition recount, the results of the recount shall be the final result and no further count shall be undertaken.

Section E: Committees and Appointments

Board committees, when used, shall be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to the executive director.

1. Appointments

Committees and task forces of the association, shall be created to accomplish specific tasks within specific time frames, with the exception of the four standing committees of the association, which shall be the Bylaws, Ethics, Position Statements, and Nominations and Elections committees.

Members of all committees and task forces shall be appointed by the president, with the exception of the Nominations and Elections Committee.

2. Bylaws Committee

The Bylaws Committee annually reviews the bylaws of the association and makes recommendations concerning revisions to the Governing Board.

Specific responsibilities of Bylaws Committee chair include the following:

- a. Serve as consultant to ASCA and state SCAs in regards to bylaws questions and revisions.
- b. Review state SCA bylaws according to established five year schedule.
- c. Perform such duties as may be directed by the bylaws, Delegate Assembly or Governing Board.
- d. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- e. Contribute to the annual report to the Delegate Assembly.

- f. Write articles as appropriate for *ASCA School Counselor* and other publications.
- g. Receive proposed amendments to ASCA's bylaws and submit to the Governing Board.
- h. Coordinate the resolutions process.

3. Ethics Committee

The Ethics Committee annually reviews the Ethical Standards of the Association and assists the membership in understanding ethical practices.

Specific responsibilities of Ethics Committee chair include the following:

- a. Provide leadership in promoting ASCA's Ethical Standards.
- b. Review Ethical Standards annually and recommend revisions.
- c. Perform such duties as may be directed by the bylaws, Delegate Assembly or Governing Board.
- d. Attend and participate in the Leadership Development Institute
- e. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- f. Contribute to the annual report to the Delegate Assembly.
- g. Write articles for *ASCA School Counselor* and other publications.
- h. Act as a liaison to state school counselor associations and the membership at large
- i. Assist membership in understanding ethical practices

3. Position Statements

The Position Statements Committee annually recommends revisions to the position and role statements of the association and creates new statements as needed and requested.

Specific responsibilities of the Position Statements chair include the following:

- a. Provide leadership to the Position Statement Committee
- b. Perform such duties as may be directed by the bylaws, Delegate Assembly or Governing Board.
- c. Submit regular and periodic reports of activities and accomplishments to the Governing Board.
- d. Contribute to the annual report to the Delegate Assembly.
- e. Present position and role statements to the Delegate Assembly and facilitate discussion of revisions.

4. Nominations and Elections

The Nominations and Elections Committee oversees the election of ASCA's Governing Board members.

The Nominations and Elections Committee shall consist of the immediate past president, who shall serve as chair, the president-elect, and two members of the Governing Board, each serving alternating two-year terms. The committee shall follow the guidelines for selecting candidates for the association in accordance with Article V of the bylaws and the nominations and elections policies.

Candidates for any office shall not serve on the Nominations and Elections Committee. Board members on the Nominations and Elections Committee who decide to run for an office must resign from the committee as soon as their intentions are made known to the Governing Board.

Specific responsibilities of Nominations and Elections Committee chair include the following.

- a. Perform such duties as may be directed by the bylaws, Delegate Assembly or Governing Board.
- b. Carry out the responsibilities as listed in the nominations and elections guidelines.
- c. Encourage members to seek nomination by presentations at the Leadership Development Institute, articles in *ASCA School Counselor*, or state newsletters, personal contact, telephone calls, letters and ASCA Web site.
- d. Screen candidates' information packets for completion of all requirements and determines eligibility.
- e. Inform all nominees of eligibility status.
- f. Submit résumés and candidates' statements to ASCA office for inclusion in the Delegate Assembly working papers.
- g. Conduct nominee selection at Delegate Assembly.
- h. Solicit and select additional candidates for the final ballot if a sufficient number of candidates are not selected by the close of Delegate Assembly.
- i. Submit candidates' résumés and statements to the editor of *ASCA School Counselor*.
- j. Send original candidate packets to the ASCA office for the files.
- k. Oversee election activities and respond to questions or charges of violations concerning the election activities of candidates. Members of the Nominations and Elections Committee may raise questions concerning candidate actions when appropriate.
- l. Inform candidates of election results by telephone and letter.
- m. Review and update nominations and elections procedures annually.
- n. Facilitate the process of selecting qualified candidates for ASCA office.
- o. Include activity update in Immediate past president's reports to the Governing Board.
- p. Contribute to the annual report to Delegate Assembly.
- q. Write articles as appropriate for *ASCA School Counselor* and other publications.
- r. Attend and carry out responsibilities as requested at Governing Board meetings, the Leadership Development institute and other special meetings.

5. Liaisons

A liaison may be appointed by the president to act as an ongoing contact with another organization. Liaisons must submit an annual report of their activities and accomplishments to the Governing Board for inclusion in Delegate Assembly working papers. The liaisons' length of service continues as long as the relationship meets with the mission and vision of ASCA and the connection is appropriate.

6. Professional Interest Networks (PINS)

ASCA offers Professional Interest Networks (PIN) as a service to members who share common interests. PIN contact people are responsible for responding to inquiries from members, providing updates and concerns to the ASCA president-elect and submitting an annual report to Delegate Assembly.

Each year the president-elect shall solicit applications from those members who wish to become or continue to serve as PIN contacts.

PIN contacts must reapply each year.

The publication of PIN's information does not imply the endorsement or recommendation of materials, services or activities of the network contact person by the American School Counselor Association.

Section F: Cost of Governance

Because poor governance costs more than learning to govern well, the board shall invest in its governance capacity.

1. Meetings

- a. The Governing Board shall meet at least three times each year in face-to-face, conference calls or other forms of meetings. Other meetings may be held at the call of the president or of a majority of the Governing Board
- b. All meetings of the Governing Board, except executive sessions, shall be open to any member of ASCA. Copies of the minutes of all meetings of the Governing Board shall be distributed to members of the Board within 30 days after the close of the meeting and shall be available to ASCA members.
- c. Governing Board members shall attend all Governing Board meetings, ASCA's annual conference and Leadership Development Institute.

2. Board Training and Orientation

Board members shall attend training and orientation meetings each year they are on the Board.

BOARD- STAFF RELATIONSHIP POLICIES

The board's sole official connection to the operating organization, its achievement, and conduct shall be through an executive director.

Section A: Unity of Control

Only decisions of the board acting as a body are binding on the executive director.

Section B: Accountability of the Executive Director

The executive director is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the executive director.

Section C: Delegation to the Executive Director

The board shall instruct the executive director through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the executive director to use any reasonable interpretation of these policies.

Section D: Monitoring Executive Director Performance

Systematic and rigorous monitoring of executive director job performance shall be solely against the expected executive director job outputs: organizational accomplishment of board policies on ends and organizational operation within the boundaries established in board policies on executive limitations.