

Illustrative SCA Structure Concept With Executive Director (AMC, paid full or part time)

This is an example to stimulate your thinking and not meant to be prescriptive.

Executive Director	Committee Chairperson	Board Chairperson	Board of Directors
To whom are they accountable?			
To the board for the logistical, programmatic, and supporting activities of the organization.	To the Executive Director for successfully completing the annual work of their committee.	To other board members for creating and managing a space in which the board can effectively fulfill its governing responsibilities.	To the SCA's membership for governing the association and fulfilling its fiduciary responsibilities of care, loyalty and obedience.
Key responsibilities*			
<ul style="list-style-type: none"> ■ Recruits, encourages, and supports the work of committee chairs. ■ Provides monitoring information to the board (against the board's Ends and Executive Limitation policies fi using Policy Governance) on a schedule defined by the board. ■ Works with the treasurer to assure finances are in order and filed according to ASCA, state, and federal requirements. ■ Works directly with communications volunteer to manage website and association's communications needs. 	<p>The following administrative-level committee structure is at the discretion of the Executive Director:</p> <p>Recognition</p> <ul style="list-style-type: none"> ■ Select counselor of year. ■ Plan school counselor week activities. <p>Professional Development</p> <ul style="list-style-type: none"> ■ Plan and implement annual conference. ■ Plan and implement smaller training opportunities. ■ Organize other print material training offerings. <p>Graduate Relations</p> <ul style="list-style-type: none"> ■ Plan and implement grad student outreach and mentoring activities. <p>Advocacy</p> <ul style="list-style-type: none"> ■ Plan and implement annual legislative advocacy strategy. <p>Membership</p> <ul style="list-style-type: none"> ■ Plan and implement recruitment/retention strategy. 	<ul style="list-style-type: none"> ■ Plans and lead board's governing meetings. ■ Facilitates board's ongoing assessment of organizational policy monitoring information submitted to the board. ■ Leads board's annual efforts to gather input from members on their long-term expectations of the SCA if there is no committee of the board dedicated to this work. ■ Coordinates board's annual activities to report on SCA results to members. 	<ul style="list-style-type: none"> ■ Assesses by-laws and recommends changes to membership at annual conference as needed. ■ Crafts governing policies that guide the association's behavior and decisions as well as the behavior of the board itself. ■ Monitors that the association (and the board) have complied with those policies. ■ Proactively listens to the association's members for their expected association results and reports back on the association's accomplishments annually.

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Special notes			
	<ul style="list-style-type: none"> Committees utilize non-board members. If board members serve on administrative committees they report to the committee chair/executive director and have no governing authority. 		<ul style="list-style-type: none"> Committees operating at a governing level report to the board and must focus on board-related responsibilities such as: <ul style="list-style-type: none"> Nominations and elections Membership Linkage
How will accountability be demonstrated?			
<ul style="list-style-type: none"> Comprehensive, regular, written monitoring reports against all Ends and Executive Limitations policies that are submitted to the board according to a schedule it defines. Annual performance review. 	<ul style="list-style-type: none"> At discretion of executive director. Often defined in Terms of Reference Committee document. 	<ul style="list-style-type: none"> During board's annual performance assessment. Board can reflect on policy that defines chairperson responsibilities to assess performance. 	<ul style="list-style-type: none"> A robust member linkage cycle that regularly gathers useful information from members, uses it to guide governing decisions, and reports organizational results back to members. Fulfilling its legal fiduciary responsibilities of care, loyalty and obedience.
Terms (where applicable)			

***This table is not meant to be the full job description for any of these functions.**

- A contracted Executive Director requires a detailed listing of expectations akin to a job description. In a Policy Governance framework, additional direction regarding the relationship between the Executive Director and the board is found in the Board-Executive Director Delegation policies.
- Administrative-level committees also benefit from more detail in stand-alone documents.

Additional officer roles

Treasurer

- Board member but works very closely with volunteer executive director regarding ongoing financial concerns of the association. Submits financial monitoring reports to the board. Assures annual 990 is appropriately filed.

Secretary

- Board member but works very closely with chairperson to assure all governing documents are compiled, up to date, and accessible to board members. Works closely with VED and communications volunteer to assure appropriate documents are visible on association website.