



## Affiliate Board Leadership Handbook

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# Affiliate Board Leadership Handbook

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## Welcome

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Welcome to the ASCD Affiliate program! We are pleased to have you join us in serving educators worldwide as the standard of excellence in professional education associations. As an ASCD Affiliate board leader, you hold a key role in sustaining your affiliate program and building capacity for new opportunities to serve educators throughout your region.

As your partner, ASCD works with you to provide the programs, products, and services that provide added value to your members. We offer board professional development, consultation on governance matters, and support for your important work in crafting the vision, policies, and initiatives that will grow your affiliate and help it move forward.

Your charge as a board leader is to craft the mission, vision, and goals for the affiliate. You will work closely with your affiliate executive director, who will carry out board directives and run the day-to-day operations of your organization. There will be many opportunities and initiatives you will want to pursue as an affiliate leader. The key question you will want to ask in assessing your organization's ability to effectively capitalize on any new initiative is, Do we currently have the capacity to successfully take on this new program, product, or service? And if the answer is no, then your follow-up question should be, What do we have to do to build the capacity needed to be prepared for such opportunities in the future?

Today's affiliates are transforming themselves into innovation organizations in response to the quickly changing landscape of education. This transformation is a challenge for each affiliate; the primary affiliate member—reported concern is the affiliate's responsiveness to member needs and inquiries. As a leader of your organization, you are encouraged to make use of digital communications, data management systems, and innovative delivery of programs, products, and services that serve the immediate needs and interests of educators in your region. An important way to build capacity for this kind of responsiveness is to collaborate with other education agencies and associations in your region, with other ASCD affiliates, and with ASCD. Collective, coordinated efforts to keep your finger on the pulse of educator interests and issues, combined with the greater capacity to reach and accommodate educators on a large scale, will serve you well in becoming an innovation organization.

With the goal of becoming innovation organizations, ASCD has instituted an affiliation agreement with each affiliate to clearly define our working relationship. You will find a copy of the agreement in the appendix of this handbook. Each ASCD affiliate is required by policy to sign an affiliation agreement, acknowledging the role and responsibility that ASCD and the affiliate have to one another in the affiliation relationship. The affiliation agreement must be voted on and approved by the affiliate board. Once your board approves the agreement, the affiliate board president and executive director (or, if you do not have an executive director, your treasurer) must sign the affiliation agreement and submit it with original signatures to ASCD.

An important component of the agreement is that every affiliate is to have an executive director in place to handle the affiliate's day-to-day operations. Your executive director may be full or part time, compensated or volunteer. While your board provides the policy and vision for the organization, your executive director will carry out board decisions and serve as the face of your organization. You should expect your executive director to attend all board meetings as a nonvoting, ex-officio member. Together you will serve your membership by promoting the goals and resources of ASCD.

The second provision of the affiliation agreement is for each affiliate to have a biennial plan that maps out targeted initiatives, goals, and benchmarks over a two-year period. The biennial plan is the supplement to the affiliation agreement and is developed in conjunction with each affiliate's strategic plan or future planning. It does not replace your affiliate planning, but serves as the evidence of coplanning between the affiliate and ASCD called for in ASCD policy for affiliates. The biennial plan identifies opportunities to collaborate with other affiliates and ASCD and is tailored to meet the specific needs of your organization over a two-year span.

To create a new biennial plan, your affiliate board should begin reviewing your current biennial plan six months before it expires, along with your affiliate strategic plan. With your board, select a maximum of four objectives in your strategic plan you would like to include for consideration in your biennial plan and identify the resources, outcome, and completion date for each objective you have selected.

When you are ready to consult with ASCD, contact your ASCD Constituent Services director to discuss your ideas for inclusion in your biennial plan. When you come to an agreement with ASCD on the objectives, resources, outcomes and completion dates for your biennial plan, complete the biennial plan template and submit it to ASCD for signing. ASCD will return one complete, signed copy to the affiliate for your records.

Your plan will typically focus on three to four goals taken from your affiliate strategic plan that you and ASCD have agreed upon. Crafting your biennial plan is an iterative process that evolves through dialogue between yourself and your ASCD Constituent Services Director. Once signed and approved, your biennial plan becomes your road map for advancing your affiliate goals over the next two years: typically, you will spend eighteen months implementing the plan and six months assessing, discussing the subsequent biennial plan. Current plans will run from 2011 to 2013.

The Constituent Services staff is here to support you in the important work of leading your affiliate during your tenure as a board leader. Please look to us for guidance and resources as you work to fulfill your biennial plan and build your affiliate capacity to do even greater things in the future. You are assigned a specific Constituent Services director as your primary point of contact, but you will have the opportunity to work with all of our helpful staff through our various programs and offerings. For general inquiries, you can always reach us through [constituentservices@ascd.org](mailto:constituentservices@ascd.org).

It is our hope that this handbook will provide you with the information and support materials you need to have a successful, productive term leading your affiliate board.

Your Constituent Services Staff

## Working with your Board

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Governance is the foundation on which successful affiliates are built and sustained. It puts the structures in place that foster effective decision making, long-term vision, and smooth succession of leadership. Well-developed governance policy and processes will guarantee a strong, vibrant future for your affiliate. Today's affiliate must be generative in its vision; looking ahead for opportunities to build capacity and increase its influence and effectiveness in meeting the needs of its membership and prospective members. Affiliate leadership has many roles that are discussed in this section, none of which is more important than the generative role of the affiliate board. It is the key to becoming an innovation organization.

Service on the affiliate board is not merely an honor; it entails legal obligations and an important responsibility for stewardship of the goals and principles of your affiliate. The board of directors has the primary legal and ethical responsibility for leading your nonprofit and for seeing that the mission of your organization is carried out. To carry out your affiliate mission, you must ensure the organization is fiscally sound, maintains the confidence of its membership, and accomplishes the goals identified in its strategic plan through the work of your affiliate executive director and any associated staff.

### **Affiliate Relationship with ASCD**

A thriving, vibrant affiliate has a strong, engaged relationship with ASCD, both becoming informed on association matters and informing the association of issues and opportunities in your region. Also, the board of directors is responsible for determining who will represent your affiliate on the ASCD Leadership Council.

Affiliates hold a critical role in ASCD leadership. The ASCD Board of Directors and Leadership Council consist primarily of affiliate representatives with proportional and at-large members. Therefore, one-third of ASCD's policy-making body consists of members elected by the Leadership Council. Although affiliates account for 25 percent of ASCD members, they are represented in leadership by a much higher proportion.

All affiliates are guaranteed two representatives to the Leadership Council. Each affiliate with more than 5,000 ASCD members in its geographic area is entitled to one or more additional representatives. Most affiliates identify those in the presidential succession as Leadership Council representatives, while others hold elections of the general membership. All representatives to the Leadership Council serve staggered, three-year terms and are identified to ASCD as the official affiliate representative.

One Leadership Council meeting is held each year at ASCD's Annual Conference. The affiliate is responsible for the expenses of the person attending. Should the official representative be unable to attend any Leadership Council meeting, you may **not** send a substitute or proxy in his or her place. Anyone may attend a Leadership Council meeting to observe, but observers may not vote.

ASCD invites new affiliate leaders to take advantage of resources and opportunities provided by the association to review the obligations of your office, survey the many resources available to your affiliate, and learn more about how affiliates can benefit from collaboration with ASCD.

### **Affiliate Roles and Responsibilities**

Section XIV: Affiliation, Section 1, of ASCD Board policy stipulates:

Affiliation is available to a state or province, a group of states or provinces, or country or group of countries for purposes of promoting the association as defined in Article II—Statement of Purpose and Objectives. The Board of Directors shall act on applications for affiliation from all groups. A group requesting affiliation must have purposes, membership requirements, and an ongoing program consistent with that of the association. The Board of Directors shall determine the criteria by which a group is deemed to meet the definition of affiliation and the minimum criteria to continue affiliation. Affiliates are expected to carry out their activities in a manner consistent with the policies and objectives of ASCD and the provisions of the Constitution. An affiliate failing to do so may be disaffiliated by a two-thirds vote of the full membership of the Board of Directors.

In forming an affiliate, you must first serve one successful year as a Connected Community. In addition, ASCD protocol 504 states that the affiliate

- provides to ASCD a current constitution, in English, which is consistent with the ASCD Constitution.
- holds at least one meeting a year of the affiliate membership.
- makes available to ASCD, upon request, the affiliate membership list.
- provides ASCD with a list of all active officers and ASCD Leadership Council members each year upon request.
- provides representation at Leadership Council meetings.
- submits, according to schedule, an Affiliate Data Profile to ASCD.
- accepts a field visit from ASCD staff or a designated representative. Field visits may be conducted for such purposes as assessing current affiliate status or identifying ways to support the affiliate.
- conducts a periodic review of its constitution to ensure consistency with ASCD's Constitution and to confirm that the manner in which the affiliate governs its affairs is consistent with constitutional mandates.

Procedures for incorporating an organization differ somewhat depending on your location. Generally, however, governments require the following in some form:



- *Organization Charter*—a legal document that allows a corporation to do business within the state—may differ significantly between states.
- *Articles of Incorporation*—includes basic information about the organization and is the primary document needed to begin the incorporation process.
- *Incorporators*—persons who execute the articles of incorporation and apply for the state charter.
- *Registered Agent*—the person who receives legal documents on behalf of the corporation (e.g., if a corporation is being sued, the legal documents will be delivered to the corporation's registered agent).
- *Adoption of Bylaws*—the internal rules of management and conduct for the organization's members, including organizational structure, rights and duties of members, the group decision-making process, and a board succession plan.
- *Initial Organizational Meeting*—a meeting held to elect the first board of directors, pass bylaws, and conduct other incorporation business.

Incorporation can usually be accomplished in a short period of time, typically from one to three months.

You will then need to set up bank accounts to manage the financial resources of the affiliate. To do this in the United States, you will need to first obtain an employer identification number (EIN) by filing Form SS-4 with the Internal Revenue Service. This step is also necessary for withholding employee income tax once you hire and pay staff. Obtaining an EIN usually takes no longer than 30 days. There is no filing fee. With your EIN in hand, you can establish banking accounts. Be sure you have the signatures on file of the two board officers who are required to sign all checks on behalf of the organization when setting up your accounts. If your affiliate is situated in another country, please check with the appropriate government agency in your location to determine your requirements for opening up an affiliate banking account.

Providing organization debit or credit cards for the executive director and the board president will provide easier payment of expenses—routine costs are covered in conducting day-to-day operations on behalf of the board. All transactions executed by credit or debit card must be done within board guidelines, documented by original receipts, and submitted to the treasurer for proper accounting. Large purchases may require board approval prior to transaction.

### **Filing for Tax Exemption**

Be aware that tax exemption is not automatic for nonprofit organizations. U.S. affiliates that wish to obtain tax-exempt status must file for approval with the IRS. There are various types of exempt organizations recognized in the Internal Revenue Code. Charitable organizations typically apply to the IRS to qualify as 501(c)(3) organizations, and, upon approval, receive a letter from the IRS confirming this status. Assurance that the organization has this letter is important to donors because it is the basis on which they can claim a tax deduction on their income tax for a donation. If your affiliate is

situated outside the United States, please check with the appropriate government agency in your location to determine your requirements for achieving tax exempt status.

Small, tax-exempt organizations, (those whose gross receipts are normally \$25,000 or less) are not required to file Form 990, Return of Organization Exempt from Income Tax, or Form 990-EZ, Short Form Return of Organization Exempt from Income Tax. With the enactment of the Pension Protection Act of 2006 (PPA), these small, tax-exempt organizations are now required to electronically file Form 990-N, also known as the e-Postcard, with the IRS annually.

The IRS mailed educational letters in July 2007 notifying small, tax-exempt organizations that they may be required to file the e-Postcard. Nonreceipt of the educational letter does not mean you are not required to file.

The PPA requires the IRS to revoke the tax-exempt status of any organization that fails to meet its annual filing requirement for three consecutive years. Therefore, organizations that do not file the e-Postcard (Form 990-N), or an information return Form 990 or 990-EZ for three consecutive years will have their tax-exempt status revoked as of the filing due date of the third year.

In addition to U.S. federal tax exemption, you may be able to file for exemption from state taxes, depending on your state of incorporation. The rules and procedures necessary to obtain state-level exemption vary, so it is best to contact your state bureau of taxation or revenue for specific information on how to meet the criteria for tax exemption in your state or hire a tax professional to help establish and maintain your organization's national and state tax-exempt status.

Many of ASCD's U.S. affiliates have chosen to be enrolled under ASCD's tax exemption status instead of seeking exemption status on their own. If you have not filed directly with IRS for tax exemption, you may be eligible to be covered under our group exemption if certain requirements are met.

Following are the documents we will need in order to include you in the ASCD filing:

- Copy of organizing documents: Articles of incorporation, Charter, Bylaws
- National U.S. Identification number
- Letter signed by a principal officer verifying the relationship to ASCD and requesting inclusion in the ASCD Group Exemption filing
- Affiliate's official mailing address

If you have not filed for tax exemption directly with IRS and would like to be included under ASCD's group exemption or if you have questions about this process, you should contact Pam Taylor, ASCD Controller, at [ptaylor@ascd.org](mailto:ptaylor@ascd.org).

## Board of Directors

As the governing body of a nonprofit organization, the board of directors shares certain ethical responsibilities to the organization:

- Duty of Care: taking reasonable care when making decisions for your organization.
- Duty of Loyalty: acting in the best interests of your organization.
- Duty of Obedience: performing in accordance with your organization's mission.
- Duty of Recusal: standing aside when there is a conflict of interest.

Boards typically meet these responsibilities through certain major activities at specific times of the year, and the bylaws often specify when activities will be conducted. Activities can include conducting regular board meetings, conducting board self-evaluation, evaluating the executive director, reviewing and updating board policies, strategic planning, recruiting new members, holding an annual meeting, fundraising, and reviewing and authorizing the yearly budget.

Consider these specific board functions:

### 1. Generative

- Building capacity for the present and the future.
- Creating and updating mission and vision statements.
- Determining programs and services.
- Approving the strategic plan.

### 2. Fiscal

- Ensuring adequate resources.
- Handling resources securely by requiring two signatures on all accounts.
- Establishing partnerships and promoting fundraising.
- Enhancing the organization's public standing.
- Advocating for the organization.

### 3. Business

- Preparing for and attending board meetings.
- Creating documentation to ensure institutional memory.
- Researching and discussing issues before decisions are made.
- Recruiting, replacing and orienting board members when a vacancy arises.

### 4. Oversight

- Hiring and regularly evaluating the organization's executive director.
- Self-assessing the board's performance.
- Working with and supporting the executive.
- Overseeing strategic planning.
- Approving the annual budget and annual report.
- Approving contracts, grants, and sponsorships.

- Conducting program evaluations.
- Maintaining accountability to ensure legal and ethical integrity.

## Board Members

Board members, or directors, should avoid being over- or underinvolved. As a member of the board, you should not rubber stamp decisions. Although the board takes the recommendations of the organization's director, staff, and members under advisement, it needs to be an independent decision-making body. On the other hand, the board should not concern itself with the day-to-day management of the organization. That is the executive director's job.

These responsibilities are largely conducted through meetings of the board and its committees, during which group discussion and voting on proposed resolutions takes place. The concept that directors act as a body is important to keep in mind. Individual directors may meet outside of board meetings to prepare for formal board discussion and action, but they do not have authority to take action on behalf of the board unless the board formally votes to give authority to specific individuals or committees.

The affiliate executive board generally consists of the president, president-elect, past president, secretary, and treasurer. Your treasurer may also serve as the affiliate joint dues manager, or you may designate a separate member of the executive committee to manage this function. Your board may include other officers at your discretion.

Great boards don't just happen. It takes a lot of work to make a board effective. That work begins with selecting individual board members who have these certain characteristics:

- *Leadership*: the ability to see the big picture and to help create and, if necessary, reset strategy and policy to help the organization achieve its mission.
- *Stewardship*: the ability to serve and promote the interests and goals of the organization without forgetting the interests of the public and the organization's intended beneficiaries.
- *Experience*: an understanding of organizational governance and how it is carried out in the organization's structure and in its day-to-day operations.
- *Commitment*: the willingness to take the necessary time and effort to fulfill director responsibilities, including understanding strategic, financial, and operational issues facing the organization; asking questions and following up as needed; and staying current on sound governance principles and working to apply them to the organization.
- *Collegiality*: the ability to work well with others and to show respect for the ideas and views of fellow board members and staff; the understanding that boards operate as a body.

## **Affiliate Diversity**

Beyond these fundamental characteristics, affiliate typically seek diversity, including individuals representing a range of ethnic or minority groups, gender, and age, as well as diversity of background, experience, and ideas. As a guiding principle, your board should reflect the diversity of the population it serves. To help make sure your board recruits directors who reflect the diversity of your organization, annually review of the strengths and weaknesses of the existing board, including its diversity, so that future recruiting can focus on a cycle of continuous improvement.

Having a good understanding of a board's criteria for membership, and the specific reasons why the organization has selected you as a director, can go a long way in helping you determine whether service on a particular board is right for you. Don't be afraid to ask. Understanding your role at the outset can help avoid misunderstandings that result when mutual expectations are not being met.

## **Elections**

As online communication becomes more dominant, it makes sense to give members an option to vote more easily. For several years, ASCD has conducted annual elections via electronic voting using a special system from an outside vendor that handles both electronic material and paper ballots.

The usual return of paper ballots is rarely higher than 10 percent of the membership and is frequently much lower, especially when only one candidate is running for election. In some cases, the ease of electronic voting has increased the turnout, but only slightly.

In either event, an affiliate should still offer a nonelectronic voting option for those who do not have a computer or access to e-mail. This means mailing paper ballots to all members and giving them the option to vote online or return the paper ballot. Few affiliates have the funds to provide postage-paid envelopes, so the voter must pay postage to return the ballot. Again, if there is only one candidate on the ballot, many do not see the value in returning the ballot.

One way to improve ballot returns is to include a brief survey on the ballot document asking members about issues that are important to them, giving them more incentive to return the form.

With regard to internal campaigns and elections, please be aware that ASCD policy 309.1 stipulates that candidates for office and their supporters are prohibited from campaigning. This prohibition includes refraining from requesting the vote or support of ASCD members, either in person or in writing; refraining from distributing printed literature announcing or supporting candidacy; refraining from producing publications or displays highlighting positive qualities of candidates, whether or not ASCD candidacy

is mentioned; and refraining from engaging in any organized effort to promote or enhance the candidacy of an individual, other than ASCD-organized candidacy forums at Annual Conference.

## Committees

Committees vary with the needs of each organization. Smaller boards may not need committees and may perform many of the functions mentioned below at the board level itself. However, fairly typical standing committees can include:

- *The Executive Committee*—empowered to act between board meetings if necessary, and sometimes with specifically delegated authority to act in particular areas on behalf of the full board. The make-up of executive committees will vary with the organization, but many such committees are made up of the board officers and committee chairs.
- *The Nominating Committee*—typically charged with finding and recommending new directors for board approval, but sometimes also charged with recommending officer and committee appointments, establishing criteria for board service, reviewing performance of existing directors, and providing orientation for new directors. Some nonprofit nominating committees have taken on the additional role of reviewing and making recommendations on governance issues and otherwise playing a leadership role in shaping the nonprofit's corporate governance.
- *The Revenue Committee*—typically oversees the organization's fundraising process.
- *The Finance Committee*—typically assigned to provide detailed review of financial statements and issues, including budget, accounting, tax and investment issues, and (if there is no separate audit committee) audit issues.
- *The Audit Committee*—responsible for overseeing the independent audit process and for overseeing the financial integrity and finance/accounting controls of the organization. The trend is for members of audit committees to be "independent" board members (i.e., with no significant financial or other relationship to the organization), and to have substantial financial expertise (i.e., experience in reading financial statements and at least one member with an understanding of accounting principles and practices). Audit committees and their membership may be legislatively mandated in certain states for organizations of a certain size.

In addition to standing committees, many boards create ad hoc committees for particular, short-term projects. Typical examples would include a strategic planning committee when the organization's strategic plan needs updating, a facilities committee when new offices are needed, or a search committee when a new executive director must be identified.

Regardless of the role of standing or ad hoc committees, their effectiveness can be improved by making sure that each one understands its mandate. An excellent way to achieve this goal is to create written charters for each committee. Some organizations

include these charters in their bylaws. Effective committee staffing by management can also help committees function more efficiently.

Committees must report all their activities to the full board so board members are aware of their work. Depending on the size of the board or the tradition of the organization, reports can be oral or written.

Nonprofit boards frequently add people who are not board members to committees, either to broaden the expertise of the committee or to provide an opportunity for getting to know potential board candidates before nominating them for a director role. State law varies on whether such nondirector members can actually participate as voting members.

### **Affiliate Planning**

ASCD bases its success on a strong vision and planning. Affiliate planning lays out a path for the organization; it is visionary, generative, and measurable, and it should cover a maximum of three years into the future.

Before you begin planning, it is recommended that you review the Affiliate Development Continuum (ADC) to consider your capacity building options. The ADC is a self-evaluation tool that allows you to gauge where your affiliate is currently functioning and what goals you may wish to target for affiliate growth and improvement in your plan.

Affiliate plans should include the following components:

- A mission statement for the affiliate
- Belief statements that describe the principles of the organization and what it sees as core values
- A vision that describes where the affiliate would like to be at the end of the plan
- Goals or objectives that express what the affiliate expects to achieve within the time frame of the plan
- Strategies that are specific actions the affiliate plans to take toward realizing its goals or objectives
- Identified goals, objectives, and strategies that can be incorporated into the affiliate biennial plan

A planning template is included in the appendix of this document. Your affiliate plan should be concrete, measurable, and realistically achievable within the time you have allotted for its completion. Future plans will build on the success of your current plan.

### **Affiliate Board Meetings**

Affiliate boards typically meet two to four times a year, including an annual retreat to plan for the coming year. Where regular board meetings usually take one day,

the retreat can last several days. Meetings can be face-to-face; by phone conference; or online using text, audio, and video. At a minimum, the board should meet at least face-to-face once a year, ideally at the retreat.

### **Affiliate Board Meeting Agendas**

Effectively planning board meeting agendas will ensure an optimal meeting experience for everyone attending. The meeting agenda is key in preparing for successful board meetings.

Typically a board meeting agenda includes consent items, business reports and action items. Most importantly, though, is the time the board spends on generative discussion around the mission, vision, and future of the affiliate. What is working? What needs to be examined and reconsidered? What new opportunities exist for capacity building? The generative function of your board is the most significant role it plays in the future of your affiliate.

The format of a traditional agenda generally follows this order:

- Call to Order
- Consent Agenda (items grouped together and handled as one item)
- Reports (general information on activities since the last meeting)
- Action and Items (specific topics listed for discussion by the board)
- Generative Discussion (exploring and vetting opportunities to build capacity)
- Adjournment

The board president should put together the agenda with assistance from the executive director. Helpful formatting of agenda items can assist in keeping your board meetings on task and on time:

- A description of each agenda item
- Identifying who will present the item
- Describing the action to be taken by the board
- Approximating how much time it will take to complete each item on the agenda

Your affiliate bylaws should indicate how board decisions are made.

- An agenda item is brought up and briefly discussed.
- If there is an action to be taken by the board, someone makes a motion for that action.
- Someone else seconds the motion and then the pros and cons are discussed.
- Parliamentary procedure can be helpful for larger boards.

Certain items require a vote of the board, such as expenditure of funds, appointment or removal of personnel, or matters on which the board requires a specific record should be voted on.



The agenda, along with the minutes, should become an archived record of the board meeting. The agenda must include the date, time, location, and attendees of the meeting.

### **Affiliate Board Meeting Minutes**

Meeting minutes represent more than a record of meeting proceedings. Legal requirements dictate that they be prepared in a precise format. Furthermore, minutes are useful as guides for staff and volunteers, making it possible to determine precisely what decisions were made of certain matters at previous organization meetings. In the past, courts and other agencies have carefully studied the texts of meeting minutes when an organization's policies or programs were challenged for antitrust, tax, and other issues. To this end, minutes are necessary legal documents.

Consequently, those who draft the minutes should do so with the realization that the minutes may one day be examined in an investigation of the organization or used in litigation involving the organization. Thus, it is essential that minutes accurately reflect what has occurred at an organization meeting and that they be written so as not to raise questions later about the propriety of what occurred. Meeting minutes can be of significant benefit to organizations if they are written as affirmative legal-compliance documents. If written properly, minutes can be the best evidence of conscientious legal compliance by the organization.

The following guidelines for preparing organization minutes are suggested by Jerald Jacobs, partner, law firm of Jenner & Block, Washington, D.C.:

- Minutes must indicate the place, date, and time of the meeting; the names of those attending; and whether or not any required quorum was present. The names of those absent may be listed.
- Include a statement indicating that the minutes of the previous meeting were distributed and approved either as written or as changed. Clearly note all changes to the minutes of the previous meeting.
- Prepare minutes by following a standard format—numbered sections and paragraphs coinciding with those of the meeting agenda (this organization will assist with future references).
- Describe each motion, report, or communication made at the meeting, and name the person making it. Note the action taken by the deliberating body in response to each item. The number of votes cast for or against an action should also be reflected in the minutes. *The various views expressed regarding each action, but not necessarily reflected in the final action, need not be recited in the minutes.*
- Actions of individuals or entities that were made on behalf of all those attending the meeting and that were made since the last meeting (such as actions of an executive committee) should be ratified at the meeting. The ratification should be reflected in the minutes.

- Written contracts—leases, insurance policies, and other formal agreements—may be approved at the meeting and recorded in the minutes.
- Whenever appropriate, minutes should include defensive statements about procedures the association has used to ensure legal compliance.
- If questions about the propriety of an organization matter are raised at a meeting, the minutes need to reflect the question, state that the matter was submitted for review by legal counsel, give the opinion and recommendations of counsel, and indicate whether the advice was followed.

Early drafts of meeting minutes, and notes or tape recordings made to assist in writing them, should *not* be retained in the organization's files or elsewhere once the final draft has been reviewed and approved.

Affiliates may publish board meeting minutes online as a way to inform all members of the board's actions. It also may encourage members to take a more active role in affiliate governance.

Becky DeRigge, executive manager at ASCD, is responsible for preparing minutes for all Executive Council and Board of Director meetings. She is available to assist you with questions regarding how best to record unusual items in your meeting minutes. DeRigge can be reached at [bderigge@ascd.org](mailto:bderigge@ascd.org).

### **Ongoing Affiliate Board Evaluation**

At least once a year, the affiliate board should conduct a self-evaluation and member survey of its work. Ideally this data is collected prior to the board retreat and is used to inform and guide planning for the subsequent year. A sample board self-evaluation tool is included in the appendix of this document.

## Working with your Executive Director

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ASCD requires each affiliate to have an executive director to carry out the wishes of the board and maintain day-to-day operations of the affiliate. An effective executive director is a key component in a successful nonprofit organization. Hiring and retaining the right individual for your nonprofit organization is a key responsibility of the board.

The affiliate board sets vision and policy for the organization; the executive director serves at the pleasure of the affiliate board to assist the president and the board in implementing the policies and procedures of the affiliate and running its day-to-day operations. The executive director serves as an ex-officio, nonvoting member of the board, and is accountable to the board, and should report to the board monthly and annually on the status of implementation of board directives.

The executive director serves as the first point of contact with the public, as well as other agencies and nonprofit organizations. S/he serves as the liaison with state and provincial government education agencies, as well as state-level professional education associations. As the coordinator for all organization for programs and services, the executive director oversees all programs, services, product development and membership benefits.

Services of the executive director are on an annually contracted basis at a rate set by the board, and can be full-time or part-time, paid or volunteer. Operational expenses are provided for the office including a budget for supplies and communications. Support for travel of the executive director on behalf of the affiliate is also provided in the annual budget. The dates of service should be stated in the signed executive director contract, which should be negotiated annually.

### Qualifications:

The executive director is required to possess active membership in ASCD and the affiliate, administrative experience, information technology skills pertinent to the responsibilities of the position, communication and organization skills, and a commitment to the affiliate.

### General duties:

- Serve as ex-officio, nonvoting member at board and executive council meetings.
- Prepare the Affiliate Data Profile annual report for ASCD.
- Attend all board meetings, executive council meetings, conferences, and other association activities as determined by the president.
- Assist the president in scheduling board meetings and preparing agendas.

- Maintain archive of affiliate records and communications.
- Oversee planning, conduct, and verification of affiliate elections.
- Perform any other functions appropriate to the office of the executive director, which may be assigned by the board or through the president.

#### Communications:

- Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.
- Promote collaboration with other ASCD affiliates and communities.
- Serve as the liaison with state and provincial government education agencies, as well as state-level professional education associations.
- Serve as the official correspondent for the affiliate.
- Prepare and mail any correspondence as directed by the president.
- Oversee all affiliate publications and monitors the affiliate online presence.
- Recruit and provide training for staff and volunteers who support publications.
- Review the preparation, processing, publishing, and distribution of affiliate publications.
- Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate's permanent file.

#### Programs:

- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.
- Make arrangements for professional development events, including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.

#### Membership:

- Coordinate membership activities with the board and designated committees.

- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate's geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the board.

#### Finance:

- Assist the president in preparing the affiliate's proposed annual budget for the board to consider.
- Monitor the budget and work with the affiliate's treasurer in preparing and presenting financial reports.
- Request, receive, and process joint dues funds from ASCD.
- Receive the affiliate's funds for immediate deposit in the affiliate's bank account.
- Serve as a second signature on affiliate banking transactions.
- Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the bookkeeper's work.
- Oversee the affiliate's tax report preparation to the IRS.
- Assist in the annual financial audit as directed by the board.
- Draw up contracts when you use an outside agency for services such as the website, membership database, or general affiliate administration.

#### Evaluation:

- The job description of the executive director shall be the basis for evaluation by the president-elect, president and past president and will be presented annually in a report to the board.
- Annual evaluation of the executive director shall include the opportunity for him/her to include a narrative of accomplishments in each of the above job categories.
- Any areas of executive director performance in need of improvement must include clear, concrete, concise, measurable steps s/he can take to demonstrate improvement in the coming year.

The board should review the executive director's job description annually. The board must approve revisions as prescribed by the bylaws of the affiliate.

Sample executive director job descriptions are included in the appendix of this document.

## Executive Director Contract

A contract is a legal document that spells out the specific obligations of the affiliate and the executive director. A contract should be required of any executive director that the affiliate pays with a stipend or salary. When the position is volunteer, the contract should cover any reimbursement or unique expenses required. Any contract with the executive director should contain most of the following:

- Beginning and ending dates of contract
- A statement of services to be provided
- A definition of compensation or benefits
- The method of evaluating the executive director and terms of renewal
- Conditions for terminating the contract—for either party
- Signature of the executive director and affiliate president with date

Sample executive director contracts are included in the appendix of this document.

## Executive Director Evaluation

The job description is the primary source for evaluating the executive director's performance. Board policies and any contract with the executive director should outline how, when, and by whom the executive director will be evaluated. In almost all cases the affiliate board conducts the evaluation.

A systematic evaluation system is essential for recognizing the executive director's accomplishments, identifying performance areas in need of improvement, and clarifying and communicating the board of directors' expectations and priorities. Discussion of board expectations and executive director performance areas in need of improvement should be done constructively using concrete examples and measurable goals.

This evaluation is based on the organization's job description for the executive director position and is the primary tool used for recommending renewal or nonrenewal of contract for the subsequent year. A separate performance evaluation self-assessment is provided as part of the overall evaluation process.

Annual evaluation is an iterative process that should be conducted as an ongoing cycle throughout the contract year. The completion of this evaluation instrument should be the final step in documenting this ongoing dialogue between the executive director and the board.

Responsibilities:

- *President:* Oversees the integrity of the evaluation process for compliance with board policy. Briefs the board of directors on results of the evaluation when

completed. Notifies the executive director of intent to renew or nonrenew his/her contract.

- *Executive Committee*: Solicits input from board of directors; develops a consensus on executive director performance against pre-established job description, executive director performance evaluation self-assessment, and the criteria set forth in this instrument.
- *Executive Director*: Provides information as requested by the executive committee to evaluate compliance with policies and accomplishment of assigned tasks. Completes a separate performance evaluation self-assessment prior to this annual evaluation by the board. Meets with the president and executive committee to discuss his/her job performance and any specific performance areas in need of improvement.
- *Board*: Receives and files the completed annual evaluation of the executive director at its December board meeting.

As a sample evaluation timetable, consider accomplishing these tasks prior to the board meeting in each month indicated:

- June: Executive committee reviews, modifies as appropriate, and approves this evaluation instrument.
- July: Executive director provides to the executive committee members a written report on the status of board-directed tasks and directives and compliance with board policies.
- August: Executive director completes performance evaluation self-assessment and submits it to the president.
- September: Executive committee members discuss with the executive director their perceptions of executive director performance against the job description, the completed executive director performance evaluation self-assessment, and the criteria outlined in this evaluation instrument. The president engages committee members in developing a consensus on the executive director's performance against the evaluation criteria. In areas where there is a consensus that there is a need for performance improvement, the executive committee shall develop clear and explicit statements as to expectations and a method to monitor progress toward meeting performance expectations. The executive director shall participate in the discussion. The president shall record the content of the discussions.
- October: The president shall review with the executive director a draft of the executive committee's evaluation and shall discuss it with the executive director, who may offer suggestions and clarifications to ensure completeness and accuracy. The executive committee shall review, modify, and approve the president's draft.

- November: The president notifies the executive director of the board's intent to renew or nonrenew his/her contract effective January 1 of the new calendar year.
- December: The president shall present the evaluation to the board of directors. The evaluation shall be received and filed.

This timetable can be modified to meet your affiliate's annual year. Sample executive director evaluation instruments are included in the appendix of this document.

## Investments

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ASCD Chief Financial Officer Eric Bellamy shares this anecdote: "When I was just beginning my career in financial management, I received an unsolicited piece of advice from a professional elder: 'Manage the money as if it were your own.' This rather simple statement has served me well over the years. Having grown a little long in the tooth now, I am able to reflect back on how recalling this simple statement helped to clear the fog during many difficult financial decisions. However, such a statement doesn't directly address all you need to do if you are responsible for managing your organization's investments. Developing an investment policy with appropriate guidelines will help you to implement and maintain an effective investment process."

A good investment policy goes far to eliminate the mystery from the investment process, and will also provide a written guideline for incoming financial officers, reduce officers' exposure to potential liability, and generally minimize confusion. An effective investment policy should

- *Identify the purpose and goals the organization has for the funds to be invested*—for example, to maximize return on temporary cash reserves or to provide funds for a catastrophic occurrence or long-term objective.
- *Identify investment strategy*—whether you will take an aggressive, conservative, or balanced approach.
- *Identify the level of risk* the organization is willing to assume—as a general rule, the greater the potential return, the greater the risk.
- *Define responsibilities* for all involved—board, investment committee (if there is one), staff, and fund manager.

Actual portfolio performance should be measured against the appropriate indices. If, for example, part of the portfolio is invested in equity securities, you might want to use the Standard and Poor's S&P 500 for measuring this portion of the portfolio. Similarly, fixed instruments (e.g., corporate bonds, U.S. Treasury notes) should be measured against one of the bond indexes (e.g., Barclay's Int Gov/Credit Index). Cash and cash equivalents should be measured against published interest rates with similar maturity dates.

You should also periodically review the investment policy. Markets and purposes change, and new investment vehicles appear all the time. Don't be shy about modifying



your investment policies and guidelines when it seems appropriate. Finally, remember to “manage the money as if it were your own.”

## Taxes

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Exempt organizations, such as ASCD and its affiliate organizations that have received exemption from the Internal Revenue Service, do not file a corporate income tax return. Your affiliate may have to file an information return, however, depending upon the amount of normal annual revenue and the total dollar amount of assets. No tax is due with the information return, but late penalties can be substantial if the return is not filed when required.

Small, tax-exempt organizations (those whose gross receipts are normally \$25,000 or less) are not required to file Form 990, Return of Organization Exempt from Income Tax, or Form 990-EZ, Short Form Return of Organization Exempt from Income Tax. With the enactment of the Pension Protection Act of 2006 (PPA), these small, tax-exempt organizations are now required to file electronically Form 990-N, also known as the e-Postcard, with the IRS annually.

The IRS mailed educational letters in July 2007 notifying small, tax-exempt organizations that they may be required to file the e-Postcard. Nonreceipt of the educational letter does not mean you are not required to file.

The PPA requires the IRS to revoke the tax-exempt status of any organization that fails to meet its annual filing requirement for three consecutive years. Therefore, organizations that do not file the e-Postcard (Form 990-N), or an information return Form 990 or 990-EZ for three consecutive years, will have their tax-exempt status revoked as of the filing due date of the third year.

If you have specific questions about filing taxes, you are advised to consult a certified public accountant or a tax preparation specialist.

## Professional Liability Insurance

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Professional liability insurance protects and defends an organization against claims brought against it that are not protected by the organization's general liability policy. Whereas general liability insurance protects the organization from claims arising from bodily injury or property damage, professional liability insurance protects an organization against claims of professional damage and loss of revenue caused by an action of the defending organization. Claims typically falling in this category include the following:

- Plagiarism or misappropriation of ideas
- Infringement of copyright or trademark, or unauthorized use of title
- Libel, slander, defamation of character, or invasion of privacy
- Wrongful entry, eviction, or other invasion of the right of privacy
- False arrest, wrongful detention or imprisonment, or malicious prosecution
- Employment practices liability

The policy defends the policyholder even if the claim is groundless, false, or fraudulent.

A typical professional liability policy with a claim limit of \$1 million currently costs around \$1,000 annually.

Following are other types of insurance affiliates should consider acquiring:

- *Commercial General Liability*—provides coverage for damage claims of bodily injury or property damage. Most hotels and meeting facilities require general liability coverage as a condition of facility use.
- *Workers' Compensation*—statutory liability requirement under the Workers' Compensation Laws in your state. Coverage limits vary by state law. If your organization has no employees, this insurance is not necessary.
- *Events Cancellation*—indemnifies your organization against financial loss from an event resulting from an extraordinary occurrence.
- *Commercial Crime*—indemnifies your organization for losses of money or other property, real or personal, caused by fraudulent or dishonest acts committed by an employee.

These are not the only types of policies available, and not all of these insurance policies are necessary for every affiliate. Affiliates that do *not* have employees, for example, will not need workers' compensation or commercial crime policies. Use care when reviewing policy limits. Paying \$300 for event cancellation insurance for an event that is expected to net only \$3,000 is probably not a smart investment. Pay particular attention to policy exclusions; you wouldn't want to have paid premiums on a policy for years, only to discover that when you need it, the policy doesn't cover everything you intended.

## Conflicts of Interest

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Specific national and state laws also may place responsibilities on nonprofit. In addition, good corporate governance practices in the for-profit world are migrating to the nonprofit arena. For example, in the United States, the Sarbanes-Oxley Act of 2002 set new standards of governance for publicly traded companies. Many nonprofit boards adopt the generally applicable governance principles embodied in Sarbanes-Oxley, requiring the organization to have a process in place to protect whistleblowers and to establish policies for the retention of documents and to prevent their destruction in certain circumstances. To be in compliance with the spirit of Sarbanes-Oxley, be sure your organization

- Separates the duties of directors from those of the executive director and staff.
- Ensures that directors and their family members have no financial interest in the organization.
- Avoids any ethical conflict of interest.
- Has the board meet regularly without the presence of the executive director or staff.
- Provides for a finance committee and an audit committee.
- Includes a committee that regularly evaluates the performance of the executive director and staff and determines their compensation.
- Uses a nominating committee for identifying new directors.
- Establishes an ethics code or code of conduct for the directors and the employees.
- Provides protection for whistleblowers.
- Has a written document retention and destruction policy.

With your board, staff, policy, and practices in place, your nonprofit organization has a solid foundation upon which it can build a legacy of successful service to its membership.

## Record Retention

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Common sense dictates that individuals, nonprofit organizations, and companies regularly need to shred or otherwise dispose of unnecessary and outdated documents and files. Like their for-profit counterparts, nonprofit organizations need to maintain appropriate records about their operations. For example, financial records, significant contracts, real estate and other major transactions, employment files, and fundraising obligations should be archived according to guidelines established by the organization.

A nonprofit organization should have a written, mandatory document retention and periodic destruction policy. Such a policy also helps limit accidental or innocent destruction. The document retention policy should include guidelines for handling electronic files, which have the same status as paper files in litigation-related cases. The policy should also cover back-up procedures, archiving of documents, and regular check-ups of the reliability of the system.

An association's record retention policy should ensure that documents are retained only so long as they are (1) necessary to the current conduct of the association's business; (2) required to be kept by statute or government regulation; or (3) relevant to pending or foreseeable investigations or litigation. Currently relevant documents should be filed systematically and accessibly. Documents that must be maintained permanently can be catalogued and, if possible, reduced to microfilm, microfiche, or electronic form for easy storage and access.

In the United States, the Sarbanes-Oxley Act addresses destruction of litigation-related documents. The law makes it a crime to alter, cover up, falsify, or destroy any document (or persuade someone else to do so) to prevent its use in an official proceeding (e.g., national investigation or bankruptcy proceedings). The Act turns intentional document destruction into a process that must be monitored, justified, and carefully administered.

You should exercise great care in the storage and maintenance of all important records, ensuring that they are safe from fire and water damage, and that electronic files are appropriately backed up. For pertinent information in how document retention law is applied in your jurisdiction, please consult your state or provincial attorney general's office.

### Affiliate Audit

At the request of the affiliate, ASCD Constituent Services staff may conduct an audit of the affiliate, which examines the generative, business, and oversight functions of your board. Although an affiliate audit can also include the traditional fiscal audit, it assesses the functionality of your affiliate with regards to

- Mission and vision
- Planning
- Capacity
- Personnel
- Policy
- Practice
- Operations
- Membership
- Communications and publications
- Programs, products, and services
- Influence and advocacy

As a result of an affiliate audit, you will receive concrete feedback on ways in which you function at each level of the Affiliate Developmental Continuum, with recommendations for next steps in leading your organization forward.

Requests for an affiliate audit should be included in the affiliate's biennial plan, which must be approved by both the affiliate board and ASCD.

### Financial Audit

In carrying out its oversight responsibilities, the board should regularly conduct a financial audit that documents that the board's revenue and expenditures are being responsibly managed as good stewards of the affiliate's resources. This can be done through an internal audit committee appointed by the affiliate board. The committee should consist of three or more affiliate members who have no financial function on the board and are not affiliate staff members.

The audit committee should consist of individuals who are not compensated for their service on this committee and do not have a financial interest in or any other conflict of interest with any entity doing business with the organization. Most nonprofit organizations have volunteer board members. Nonprofit organizations that do compensate board members should not compensate audit committee members for their additional service. In addition, all nonprofits should ensure that no members of staff, including the chief executive, serve on the audit committee, although it is reasonable to have the chief financial officer provide staff support to the audit

committee. The chair of the audit committee should be a board member and it is reasonable to expect that the majority of the committee members are board members.

The committee should guarantee that an adequate internal control mechanism is in place to ensure that the organization is

- using generally accepted accounting methods;
- complying with applicable laws and regulations;
- providing reliable financial information; and
- operating effectively and efficiently.

More specifically, the internal audit committee should verify the following:

*Cash:*

- Ensure that all checks and cash are deposited to the affiliate checking account on a timely basis.
- Examine cancelled checks returned with bank statements, noting in particular whether the payee is appropriate for the nature of the expenditure, whether the endorsement is proper, and whether the expenditure is reasonable.
- Perform a general review of all bank statements for the year for any transactions that appear unusual.
- Ascertain that bank reconciliations are prepared monthly.

*General:*

- Confirm that an annual budget is prepared each year.
- Compare actual expenditures to the budget for the year, and be able to explain any significant variances.
- Compare financial documents from the current year to those from the previous year for reasonableness (i.e., if membership is increasing in numbers, you might expect to see a corresponding increase in membership revenue).

These steps represent minimal review procedures that every affiliate should be performing. Larger affiliates (e.g., those with a paid staff) would need to take further measures, including considering hiring an outside auditor to conduct the financial audit as an independent examiner.

ASCD Constituent Services staff can conduct a financial audit at the request of an affiliate, as a stand-alone audit or as part of a larger affiliate audit (see previous section). Requests for an affiliate audit should be included in the affiliate's biennial plan, which must be approved by both the affiliate board and ASCD.

As an ASCD affiliate, you have access to high-quality information and resources on education policy. The goal is for your affiliate to become the trusted voice for ASCD positions and programs within your region. Local, state, and federal governments make education policy decisions that affect your members. Be the go-to source for the critical information you can provide as an ASCD affiliate. Through the Whole Child and Healthy School Communities initiatives, ASCD's policy positions and legislative agenda, the Educator Advocates program, ASCD's quarterly policy publication *Policy Priorities*, and the Leadership Institute for Legislative Advocacy (LILA) Conference, you can establish your affiliate as the advocate for educators throughout your region.

Consider including appropriate policymakers and legislators on your publications distribution lists. Policymakers frequently seek out affiliates who have been active in this manner for their expertise on local education issues. Information on how to contact national, state, and provincial policymakers can be found in ASCD's Action Center, and affiliate members are encouraged to speak out on specific issues of concern in their communities. ASCD Educator Advocates is another way your members can become engaged and participate in policy issues at the national level.

One of the most complicated and least understood areas of the tax law is the area of political and lobbying activities for nonprofit organizations. Because the law is different for different countries, the focus will be on organizations exempt under United States IRS code. If your affiliate resides in another country around the world, please contact the appropriate government agency in your jurisdiction to determine what is permissible for your organization.

Organizations classified under IRS code section 501(c) (3) are permitted to lobby. However, lobbying activities cannot constitute a substantial part of its activities.

The IRS categorizes lobbying activities under two broad categories:

- Grassroots lobbying, which refers to attempts to influence any segment of the general public regarding legislative matters or referendums.
- Direct lobbying, which includes attempting to influence legislation through communication with legislators and other government officials, and the official actions or positions of covered executive branch officials through direct communication.

IRC code subsection 4911(2) defines legislation to include "...action with respect to acts, bills, resolutions, or similar items by the Congress, any state legislature, any local council, or similar governing body, or by the public in a referendum, initiative, constitutional amendment, or similar item." Administrative bodies, such as school boards, are excluded from the IRS definition of legislative bodies.

According to the IRS, a 501(c)(6) business league may further its exempt purposes through lobbying as its primary activity without jeopardizing its exempt status. However, a 501(c)(6) organization that engages in lobbying may be required to either



provide notice to its members regarding the percentage of dues paid that are applicable to lobbying activities, or pay a proxy tax.

Examples of 501(c)(6) organizations include the National Association of Truck Stop Operators, Home Builders Associations, and local chambers of commerce.

Be sure to address influence efforts in your budget, meeting agendas, strategic plan, training requirements, and other areas of affiliate business. ASCD has resources to help you. Since 2000, the ASCD Influence Grant program has supported a wide range of affiliate influence activities focused on education policy that align with the association's goals. The grants help build the advocacy capacity of ASCD's affiliates—whether they are in the beginning stages of their influence work or expanding their established advocacy efforts. The program is intended to facilitate affiliate commitment to ongoing influence through engaging their members in advocacy work, including ASCD's Educator Advocates program, and consistent and significant outreach to policymakers and the media.

Because there are limited funds available, the program will favorably consider grant proposals that promote policies supporting whole child education; demonstrate sustained advocacy efforts at the federal, state, local, or provincial levels; and help build other affiliates' influence capacity. ASCD will not consider applications that seek to use funds to attend the Leadership Institute for Legislative Advocacy.

ASCD looks forward to working with affiliates to build a strong foundation to support sustainable grassroots efforts in the coming year and ongoing future. We seek to help affiliates become visible, respected sources of information regarding quality teaching and learning and proactive in shaping recommendations to improve education policy for the success of each learner.

## Membership

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ASCD affiliates find strength through diverse backgrounds, experiences, and ideas. Affiliates strategically plan for membership growth, recruitment, retention, involvement, recognition, and diversity. Affiliates are encouraged to work collaboratively with one another and to align their work with the mission, vision, and goals of ASCD. The goal is for your affiliate to become the “must-join” organization for educators in your region. By providing a vibrant, engaging membership experience, affiliates can recruit and retain members who in turn add value to the affiliate organization.

ASCD is committed to promoting affiliate membership through an online affiliate directory and member referrals. When educators join the association, they are notified that there is a local affiliate that will enhance their membership and they are given the option to join ASCD and the affiliate concurrently. Affiliates are compensated for these membership dues acquired online through the joint dues program.

Each affiliate may request sets of ASCD membership mailing addresses for affiliate membership and program promotions.

It is your responsibility to recruit new members in your geographic region for both your affiliate and for ASCD. We are partners in the recruitment of new members.

### Membership Categories

ASCD and its affiliates do not have unified dues and membership. Members of ASCD are not required to be a member of the affiliate and vice versa. As a result, you might consider different membership categories for your organization. Although a single membership category is easy to administer and understand, different categories of membership may attract educators or special groups by employing a different dues structure and, in some cases, different benefits.

Current ASCD membership categories are as follows:

- **Basic:** This is the foundation for all other memberships. It includes a subscription to *Educational Leadership*, the *Education Update* and *ASCD Express* newsletters, member discounts on resources and meetings, and online access to ASCD resources such as the *Policy Priorities* newsletter.
- **Basic Online:** All the benefits of a Basic membership are delivered completely online.
- **Premium:** This includes all the benefits of a Basic membership, as well as five complimentary ASCD books.
- **Premium Online:** All the benefits of a Premium membership are delivered completely online.

- **Select:** This includes all the benefits of a Basic membership, as well as nine complimentary ASCD books, one PD online course, and a \$100 Professional Development Institute voucher.
- **Select Online:** All the benefits of Select membership are delivered completely online.
- **Retired membership:** Retired educators receive a Basic membership at a reduced rate.
- **Full-time student membership:** Students enrolled full-time in a teacher education program receive a Basic membership at a reduced rate.
- **Institutional membership:** This membership opportunity offers the main subscriber a subscription to *Educational Leadership*; the *Education Update* and *ASCD Express* newsletters; member discounts on events, products and services; online access to ASCD resources such as the *Policy Priorities* newsletter; nine complimentary ASCD books; one online professional development course; one Professional Development Institute voucher; two additional vouchers for institutes or conferences; and access to the myASCD website. Up to 9 additional members on the subscription roster receive *Educational Leadership*; the *Education Update* newsletter; member discounts on events, products, and services; one online professional development course, and access to the myASCD website.
- **Institutional Plus membership:** This category offers the main subscriber Websiteeverything the Institutional membership offers. The additional 9 members on the subscription roster receive Websiteeverything the additional Institutional subscribers get, plus five complimentary ASCD books.

An affiliate with different categories of membership and dues will have to choose a dues category for members to join through the ASCD Joint Dues Program. ASCD will list one joint dues amount. Any other type of affiliate membership with a different dues structure is not eligible for this service. Most affiliates find this service to be helpful and rewarding to them and their members. Members make a single payment to the Association to begin or renew membership in both organizations.

## **ASCD Affiliate Library Membership**

Each affiliate receives one complimentary Premium ASCD membership each year (July 1–June 30). This membership is intended to provide ASCD books and materials to affiliates so that they can build their libraries and lending libraries. The library membership is issued in the name of the affiliate and you must request to have it renewed each year by emailing [constituentservices@ascd.org](mailto:constituentservices@ascd.org).

## **Affiliate Membership Database**

An affiliate membership database can be a powerful tool in recruiting, maintaining, and analyzing affiliate membership. You can build your database on the data you receive from ASCD Affiliate joint dues reports.

Many commercial database programs are available. Some are in a spreadsheet format, like Microsoft Office Excel, and others in a database format, such as Microsoft Office Access. Both programs maintain membership records, but an association management system has more power and the capacity to organize more detailed information.

The basic format of a membership data file is important. In addition to basic demographic information, the data file should include database fields that help you learn more about your members. Some information to track would be

- Unique identification or number for each member
- Type of membership, if multiple levels are offered
- Length of membership (note the join date)
- Dues renewal reminders and letters (note the renewal date)
- How a member found your affiliate (e.g., the ASCD Joint Dues Program, conference registration, print pieces, website)
- Date of payment, batch number, and amount paid, for managing accounts and creating deposit reports
- E-mail addresses
- Cell phone and fax numbers
- Job role, for tracking diversity and identifying groups of expertise
- Committee or activity participation, for measuring engagement
- Conference and event registration

Note, however, that the more information you ask for, the less likely it is to be given. With few exceptions, gender can be learned from their titles (Mr., Ms., Miss, Mrs.), along with a first name. Both ASCD and affiliates are interested in a member's race or ethnicity to evaluate the diversity of their memberships, but many people opt to not respond to this item and it should not be made a requirement. Data gathered on these and similar demographics are likely to be statistically insignificant.

By tracking your data according to your unique characteristics and needs, your affiliate will run more efficiently and you will be able to respond more quickly and effectively to member needs. You may not have the time or resources to create and maintain a membership database; consider contracting with another educational or state organization or service provider to maintain this information.

### **Building Membership**

The key to building membership is providing added value in belonging to your affiliate. What can you offer educators in your region that they cannot find anywhere else? The most important characteristics of highly valued member organizations are

1. Being a trusted source for information, ideas and resources.  
Consistently providing access to high quality materials and professional experiences that cannot be found or equaled by other organizations.
2. Being responsive to member needs and inquiries.  
Personally welcoming members when they join, reaching out to them regularly in meaningful ways, and responding to their requests quickly.
3. Being highly visible on the education landscape.  
Actively participating in social media, asking questions, offering ideas, sharing information and resources, building a loyal following who identifies with you.
4. Offering leadership opportunities.  
Regularly seeking volunteers to serve on committees, assist at affiliate events, participate in discussions and facilitate affiliate interest locally.
5. Creating ongoing chances to network.  
Continually engaging membership to connect and collaborate through face-to-face and online interaction around high-interest professional topics.
6. Providing prestige, professional standing, and opportunities for advancement.  
Regionally developing a standard for excellence with which educators will want to be identified through membership and active engagement in affiliate leadership roles.

In addition, it is important to have an up-to-date, active online presence that is easy to find and use. You may use an affiliate ASCD Edge® social networking site as your official home on the web, and use other social media channels such as Facebook and Twitter for outreach and public relations messaging. You may also wish to have brochures and promotional materials in digital format that you can share with educators online. Be sure that such materials are in a common usable format such as Word or Acrobat file format, and that they are printer friendly in the event members and prospective members wish to use them in hard copy.

If you choose to mail hard copies of promotional materials, affiliates may request sets of data to create your own mailing labels. By downloading the data and creating a mail merge in a word processing program, you can personalize and target the member

recruitment letters. Some affiliates write letters to district superintendents, principals, and others in the education community who are not yet members. Their mailing information can be found in state records that are usually available in electronic format, as well, depending on the state. Because the number of educators in your region can be quite large, consider distributing information electronically whenever possible. For example, posting a document online and then sending the address to the document to your ASCD Edge® affiliate group, on your affiliate Facebook page, and to your followers on Twitter, can be an effective way of reaching both members and prospective members.

### **Retaining and Engaging Members**

The key to retaining and engaging affiliate members is to provide a responsive, valued membership experience. This experience can include programs, products, and services that meet the immediate needs of your members. It is critical to provide ongoing, meaningful methods of interactive communication with your membership, including face-to-face get-togethers, electronic communications, surveys, social media discussions, and online meetings.

Assessment opportunities such as member surveys and evaluations offer an insight into affiliate program and service quality by allowing constituents to have a voice regarding their member experience. Passive trend analysis such as low event attendance or a decrease over time in program participation can indicate that member offerings are no longer meeting the needs of current membership.

When members are enthusiastic about the organization, they want to be active in its work. Your affiliate should provide opportunities for members to actively participate in leadership by serving on governing bodies, such as the affiliate board or affiliate committees. The more varied opportunities an affiliate can provide for members to actively participate in the organization, the more value members will see in belonging to your organization. Committee membership can serve as the first step in advancing to the board of directors or elected office in an affiliate's leadership. Each committee should report to an oversight body on a regular basis to ensure that it is functioning as intended to further the work of the affiliate.

## Communications

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Having a clear, coherent communications plan is critical in the life of a thriving, vibrant affiliate. In the Web 2.0 era, the strategy for an organization’s web presence has shifted from static information transmission to that of a flexible conduit for collaboration. The goal is for your affiliate to become the go-to source for information by cultivating relationships with members and potential members that evolve and mature over time.

Web communications have changed over the past decade, from static delivery of content to an interactive sharing of ideas:

<b>Web 1.0</b>	<b>Web 2.0</b>
Static website	Interactive website
Heavy design	Light design
Communicate via forms and e-mail	Communicate via social media
Requires skilled webmaster	Everyone can contribute
Many pages of static data to maintain	Fewer pages with live data using RSS
HTML editor	Blogs, wikis, widgets
Upload via FTP	Updates in real time
Member-only areas	Self-subscription
Emphasis on original internal content	Emphasis on communal content

Today’s membership organizations can use a much lighter web presence for both outreach and engagement of current and prospective members, using interactive Web 2.0 technologies. An optimal affiliate is visible and active online, delivering original content and sharing access to resources that are of value to educators. Your online presence is an important tool for recruiting and retaining members, and promoting your affiliate brand and the ASCD brand.

### The ASCD Brand

The following guidelines are intended to help you effectively promote and protect ASCD branding. It is increasingly difficult for an organization to be noticed and remembered. The clutter, volume, and visual overkill of competing messages are overwhelming. As a result, more and more businesses are concentrating on developing a uniform, easily recognized “master brand” identity to communicate who they are to the public. ASCD is committed to developing communications strategies that strengthen our image and brand identity in the marketplace. A strong organizational identity is vital because that’s what the public recognizes and it sustains their loyalty.

Benefits of consistent branding include

- Quick public recognition of the ASCD look
- Heightened public awareness of ASCD and our mission
- Easier access into new target markets
- Differentiation from competitors

BUT PEOPLE OFTEN CONFUSE THE DIFFERENCE BETWEEN

## BRAND AND GRAPHIC IDENTITY



**Branding is about creating a customer experience.**

Our brand is what our customers *feel* about our organization, products, and services.

**Graphic identity is about the visual elements we use to help achieve that experience.**

Our graphic identity is how our customers *visually identify* our organization, products, and services.

Creating a graphic identity involves strategically and consistently applying our business image (logo, layout themes, fonts, colors, etc.) across all ASCD communications and all types of media to generate recognition in our target audiences. Identity is an important



piece of the branding puzzle for most businesses and helps to enable positive customer response.

Branding encompasses all of the factors that create a perception of a company in the minds of the public. It not only includes design as part of the process, but also is driven by elements such as name and tagline, consistent messaging, public relations, market research, marketing strategy, and customer service.

It describes ASCD's personality and what we do. For example:

- What ASCD is known for (excellent professional development, high-quality content)
- What characterizes ASCD (strong advocate for education, innovative ideas)
- How ASCD conducts its business (excellent customer service)

ASCD affiliates play an important role in helping to strengthen our brand in the minds of the education community. From always providing excellent customer service to creating high-quality programs, products, and services, we all make contributions every day. ASCD is also dedicated to staying in the public eye as an advocate for best practices. Everything we do has an effect on the public's perception of ASCD and how they determine whether we are an organization with which they want to be associated.

Affiliates must prominently advise and communicate that any publication it may create, endorse, or publish is not an official publication of ASCD and ensure that any of its publications include a visible statement that its publication does not necessarily reflect the views of ASCD.

Consider these examples for use in your affiliate publications:

*"Affiliate Name* publications are not official publications of ASCD and the views expressed or implied in them should not be construed as official positions of ASCD."

"This journal is not an official publication of ASCD and the views expressed or implied in it should not be construed as official positions of ASCD."

*\*Please note that the ASCD logo file you will receive is a unique design that cannot be accurately reproduced with other typefaces. It must not be hand drawn, scanned, or modified in any way. It should be reproduced only from electronic files. The logo should never be altered or distorted in any way from the approved versions shown below:*



Never stretch or compress the logo or tagline. Always take special care when scaling these graphics to maintain exact proportions. Space constraints never justify altering logo proportions.



Do not resize the logo elements.



Do not resize the logo elements.



Do not stretch or compress the logo or tagline.



Do not stretch or compress the logo or tagline.



Do not rearrange the logo elements.



Do not recreate the logo with any other typeface.

The ASCD logo is a registered trademark of ASCD and every ASCD product or advertisement for ASCD products or services must include the logo with the ® symbol at least once (usually on the back of the document or product or close to any copyright information printed with the document, such as on the back of a title page). Affiliate or other constituent group logos that incorporate the ASCD logo should not include the ® symbol and should not be registered as separate trademarks. Because of the way ASCD

licenses its logo use with affiliates, if you were to register your new logo, you would be required to exclude the ASCD logo from the design.

Please note: In affiliate or other constituent group newsletters and on other products and services that include a logo that incorporates the ASCD logo, you should include the following statement in small print near the copyright notice, or at the bottom of a page in advertisements and other printed materials: “ASCD is a registered trademark of ASCD.” For more on trademarks, please reference the licensing agreement for affiliate logos.

ASCD’s official communications will use the Avenir font (primarily used by ASCD’s own graphic design staff). Arial and Times are commonly accessible alternate fonts. As a general rule, no more than 2 or 3 typefaces should be used in a layout—each with a contrasting style.

Use of imagery has a profound effect on brand perception in the minds of our audiences. As such, it is crucial that imagery used for any ASCD communication piece reflect our educational values, professionalism and high quality resolution.

ASCD offers the opportunity to order materials such as letterhead, envelopes, and business cards through a web-based order system used by ASCD. (The design of these items would include the revised logo but otherwise conforms to that of the ASCD organizational stationery and cannot be modified.) Groups can manage their own orders and billing as needed. Printing prices through this system reflect ASCD’s volume discount.

### **ASCD EDge® Social Networking Platform**

The [ASCD EDge® social networking platform](#) is the official collaborative environment for ASCD affiliates and their members and even nonmembers worldwide. All affiliate executive directors are expected to join the ASCD Edge affiliate executive directors’ group, which is a private group closed to public viewing. The affiliate executive directors’ group is used to promote collaboration among fellow executive directors. Please post questions and share information and resources with your colleagues using this group. Constituent Services staff also communicates to affiliate executive directors through the ASCD EDge affiliate executive directors’ group.

Each affiliate is also invited to create and maintain one or more ASCD EDge group for its membership. An open affiliate ASCD EDge group is an excellent way to promote your programs, products and services publicly while encouraging communication and collaboration with and among your membership. If you do not already have an established web presence, your affiliate ASCD EDge group can also serve as your affiliate website.

You may also wish to consider having a private ASCD EDge group for your affiliate board that is closed to the public. This can provide an excellent online place to share board documents, gather input and offer feedback between formal board meetings.



## Social Media

A social media web presence allows your organization to be light and lean in getting your message online and finding your audience. You do not need to host or maintain your own site, and your level of online activity can fluctuate as needs and interests dictate.

Popular social media services include Twitter, Facebook, and LinkedIn. For each of these services, you post to a wall, and on others' walls, as you have messages to share and as you wish to reply to others' messages. This results in an ongoing, chronological, scrolling record of messages sent and received through your account. Your account is password protected for security, so that you can log in from wherever you have an Internet connection. Each service offers the possibility for your messages to be passed on to others beyond your immediate contacts, creating a potential for an exponentially increased sphere of influence. The challenge is to utilize posting strategies that make your messages worth noticing, replying to, and passing on. Membership on any of these services is free. Some social media services utilize advertising on their pages to offset operating costs.

Twitter ([twitter.com](http://twitter.com)) limits your messages to 140 characters, and crafting messages with succinct brevity is an acquired skill. However, this service has demonstrated the largest, most immediate effect for social networkers building a following and getting their message out to a larger audience. Here are some key strategies for using Twitter:

- Create a separate professional account for your organization.
- Be thorough in your profile contact information.
- Follow like-minded colleagues.
- Tweet daily to establish your presence.
- Keep your message professional and your tone personable.
- Retweet content from ASCD and its affiliates and communities.
- Retweet others' high-interest ideas that are likely to be of interest to your members.

Facebook ([facebook.com](http://facebook.com)) offers wall posting, link sharing, live chat, and group pages, making it a very popular social media site. The key is to create an individual page for yourself and a group page that attract likeminded friends who can help you make connections to members and prospective members, so that you target your audience and don't lose your focus on the more social aspects of the service. Here are some key strategies for using Facebook:

- Create a separate professional account for your organization.
- Be thorough in your profile contact information.

- Invite professional colleagues to connect as friends.
- Join like-minded professional groups.
- Post original content on your wall daily to establish your presence.
- Use messaging to send out information to all members of your group.
- Post events and invite friends to RSVP.

LinkedIn (linkedin.com) emphasizes making connections with like-minded professionals through the sharing of status updates, posting of recommendations, formation of professional groups, sharing of professional interests, and messaging through e-mail. Because this service is connection-based and e-mail-driven, it is less prone to create uninvited distractions. Here are some key strategies for using LinkedIn:

- Create a personal account.
- Be thorough in your profile contact information.
- Connect with like-minded professionals.
- Create a professional group for your organization and invite your contacts to join it.
- Join like-minded professional groups and share messages through them.
- Post original content on your wall daily to establish your presence.
- Solicit recommendations from contacts and give recommendations in return.

### **Read-Write Media**

A read-write media web presence allows your organization to post original content on the fly and welcomes thoughtful responses from members and prospective members. Popular read-write media sites include Posterous, Blogger, and Wikispaces.

For each of these services, you create your own content and post it onto a web page or pages provided by the free service. This allows you to write digestible chunks of information on the fly and have it posted for public consumption without the worries of formatting or updating other content. Like social media sites, your account is password protected and you can log in from wherever you have an Internet connection. Each service offers the option of formatting your pages if you want to get more involved in the presentation of your posts. There is also the functionality to allow others to comment on your ideas, and in the case of Wikispaces, to edit and add to your ideas if you wish to offer that level of collaborative exchange. The challenge is to post on a regular basis so that followers can count on reliably keeping up with your thinking and experiences. Basic membership on these services is free, with some advertising used to offset costs. As a paying subscriber you can receive additional options and functionality, but a basic free account is all you need to create your online presence.

Posterous (posterous.com) is by far the easiest way to participate in read-write media, because you simply send an e-mail to [post@posterous.com](mailto:post@posterous.com) every time you want to post. Your e-mail message is immediately posted on your own Posterous page, which is identified by the e-mail address you use to send messages. On your Posterous page, you can create a free login account, change the web address you would like to use for your posts, select a design for your page background, and connect your Posterous page to all your social media accounts (e.g. Twitter, Facebook, LinkedIn) so that when you post to Posterous it automatically appears on all your other social media walls. Followers can read, comment and tag your posts as they have interest, promoting your most popular ideas to others. Here are some key strategies for using Posterous:

- Choose the one e-mail account you want to use for all Posterous posts.
- E-mail message to [post@posterous.com](mailto:post@posterous.com).
- Get your Posterous link in the automatic reply sent from Posterous.com.
- Go to the link provided and create your free Posterous account login.
- Customize your Posterous page.
- Put your new Posterous link on the web.
- Send a message to [post@posterous.com](mailto:post@posterous.com) every time you want to post.

Blogger (blogger.com) is one of the easiest and most user-friendly blogging services online. Within a few quick clicks you can create your own web address for your blog, pick a standard template that creates a color scheme, and post your first blog message to kick off your messaging to your audience. There are a number of options, including completing your profile, inviting followers and turning on your blog's RSS feed which can be updated through the use of your Blogger dashboard. Here are some key strategies for using Blogger:

- Create a personal account.
- Be thorough in your profile contact information.
- Identify your organization in your profile.
- Post a new blog post at least twice a week.
- Select a theme for each post and develop it in three to five paragraphs.
- Invite others to follow your blog.
- Use RSS to share your blog posts on other websites.

Wikispaces (wikispaces.com) is a very popular wiki service among educators. By creating an account you can have your first wiki up and public in minutes. Wiki is Hawaiian for "easy." Wikispaces makes it easy to post and format text so that it is protected from editing, and to give others permission to log in, edit, and add content to your posts, making Wikispaces a place to not only post but also to collaborate with others in real

time. You can add images and links to other web resources, and create multiple wiki pages that all link to each other like a traditional website. Here are some key strategies for using Wikispaces:

- Create a personal account.
- Be thorough in your profile contact information.
- Identify your organization in your profile.
- Post a new content that you would like to share with others on the main page.
- Create additional pages linked from the main wiki page.
- Post content on additional pages (questions, ideas, proposals) to which others can add.
- Over time, build a community of followers who collaborate on your wiki pages.

### **Content Management Systems and E-commerce**

A content media system allows multiple contributors to post items to website templates using the familiar “What You See Is What You Get” (WYSIWYG) word processing toolbar. Each contributor can be assigned to separate sections of the site, so that no one person is responsible for all site content.

Content management systems (CMS) are more sophisticated solutions than social media and read-write solutions, and they more closely approximate the breadth and depth of a traditional website. Unlike static websites of the past, however, CMS have the ability to be dynamic and interactive, offering everything from surveys and registrations to members-only password-protected areas and e-commerce. They have a cost associated with their use, largely because they are so much more robust than a blog, wiki, or wall.

CMS make the need for a designated webmaster obsolete, because every staff member for your organization can have responsibility and control for managing their own section of the website: the executive director can post on a specific page, the membership chair on a separate page, the publications director on yet another page, and so on. Moving forward, 21st century organizations are seeking to hire new media specialists who can help facilitate all web and social networking tools in concert to provide effective branding and messaging online.

E-commerce (online sales) is an especially attractive feature of your web presence. Whether you are selling products, accepting payment for memberships, or accepting payment for upcoming professional development events, your members can log in, shop, pay, and have their purchases verified without your staff having to be involved in the transaction. Setup for ecommerce will incur up-front costs, but once everything is set you simply have an agreement wherein the merchant service receives a small fee for each purchase and the remainder of the transaction goes directly into your organization’s designated bank account. Over time, your sales can pay for the cost of your e-commerce solution.



Keep in mind that to accept credit cards online, in addition to having a secure website members can visit, you must have a merchant account and payment gateway. A merchant account is a bank account that accepts payments by debit and credit cards and serves as the agreement between your affiliate, the bank, and the payment processor for the settlement of credit and debit transactions. The payment gateway is the service that authorizes payments, replacing the physical point of sale terminal used when you are paying by credit card face-to-face at a store. Payment gateways protect credit card details by encrypting sensitive information, such as credit card numbers, to ensure that information is passed securely between the customer and the merchant and also between merchant and the payment processor.

For a comprehensive CMS and ecommerce solution, Schoolwires ([schoolwires.com](http://schoolwires.com)) is being used by ASCD's Massachusetts, New York and Rhode Island affiliates. Schoolwires offers a package that includes their bronze website solution, including e-commerce and ongoing training, support, software licensing, and web hosting. Remember that you will need to have a merchant account and payment gateway in order to make use of these e-commerce features. You may inquire with your current bank as to their ability to provide the merchant account and payment gateway to you at reasonable rates. You may wish to compare other CMS solutions with Schoolwires.

If you already have a web presence and simply want to add an e-commerce solution to your existing site, 4aGoodCause ([www.4agoodcause.com](http://www.4agoodcause.com)) is an example of a company that assists nonprofit and education organizations to generate more revenue and reduce administrative costs. You can contract with 4aGoodCause to set up an ecommerce package for an initial setup fee and a monthly hosting and support fee and a flat fee of \$0.25 per transaction.

If you do not have a merchant account and payment gateway, 4aGoodCause can provide them for you through Dharma Merchant Services. You can view the rates for setup and transactions in more detail. 4agoodcause will coordinate your setup through Dharma so that everything is configured properly for online sales. You may wish to compare other ecommerce solutions with 4aGoodCause.

Today there are web presence options at every level of affordability and sophistication. Utilizing your options to reach and engage your membership is critical to being a successful 21st century organization.

### **Electronic Newsletters**

The way we communicate has changed dramatically in recent years. Electronic, instantaneous communication is now the preferred form of communication. Traditional printed and mailed correspondence is only necessary when handling formal correspondence regarding contractual, legal and financial matters, especially those that require original signatures and notarization.

Electronic communications are cheaper, faster, and more immediate. Full-color pictures can be included at little or no cost compared to a print format. Electronic newsletters are often divided into topics such as board news and actions, member news and recognition, local education policy updates, professional development opportunities

and promotion of ASCD initiatives. Electronic newsletters' more flexible format allows an affiliate to provide more in-depth content directly related to members' needs. Most electronic newsletters are archived on the affiliate's website and available for all users. Although such online access may allow a few nonmembers to take advantage of this member benefit, it serves as a membership recruitment tool that shows the depth of affiliate offerings.

The first step in developing an affiliate electronic newsletter strategy is to obtain member e-mail addresses. It is the responsibility of the affiliate to maintain its own membership database of accurate, up-to-date contact information. This is best done when mailing the annual dues renewal notice. Include the e-mail address on file with the mailing and ask the member to revise or update it if incorrect. Ask members who do not have an e-mail address on record to provide one. It is imperative that each affiliate maintain up-to-date membership records including accurate e-mail addresses.

If your affiliate would like to send your electronic newsletter within the body of member e-mails, companies such as Constant Contact ([constantcontact.com](http://constantcontact.com)) will provide the ability to do so using predesigned templates and the ability to manage your membership e-mail list within their system, including the ability for members to update their own e-mail address and unsubscribe, as desired, for a fee.

In most cases, it is easiest and most cost effective to post your electronic newsletter on your website and simply send an e-mail to members giving the address to its location.

### **Electronic Journals**

Journals are a special type of publication that require more expertise and cost than other types, but they provide a great benefit to members and are another way to add value and retain members in the affiliate. Like affiliate newsletters, today's journals are being posted online. Once you know how you will determine content, you need to design the layout and format of the journal or magazine. You will need someone in the affiliate who knows how to use publishing programs, and you will need a program that delivers your journal online in a user-friendly format. Another option is to use a commercial service to publish your online journal, such as Catstone Press ([catstonepress.com](http://catstonepress.com)). These services can turn your traditional ink-and-paper journal into an interactive online publication that simulates page-turning and allows the reader to zoom in and out of pages as desired.

If you choose to print and mail your journal, you will need to find a reliable and high-quality printer who can produce small quantities at a reasonable rate, as well as a mailer who can address the copies and deliver to post office for bulk mailing. Add to that the cost of postage and the total cost of production can be a major expense to an affiliate.

### **Other Publications**

Affiliates may produce other publications based on a topic of more immediate and general concern to members and educators. Depending on circumstances, such materials can also be reprinted in your regular publications. Many educators in the

field write well on these special topics. In addition to providing recognition to the author, a special publication helps the affiliate demonstrate its support of these issues.

## **Sharing Your Publications**

You are encouraged to share your publications with ASCD and with other affiliates. The writers, editors, and publishers of affiliate publications can learn from one another ways to present and improve their own publications. Each affiliate has developed different approaches to communicating with members over the years and many continue to change. Add other affiliate leaders to your e-mail newsletter lists; these are easier to maintain than print distribution lists and usually cost no more than sending e-mail newsletters.

## **Electronic Mail**

Effective affiliates keep a database of current e-mail addresses for all members by including an e-mail address as a required field on member registration materials. Encourage members to use a personal e-mail address, as organization mailings are often blocked by school district e-mail spam filters and never reach the intended addressee. Keep in mind that electronic mail response rates are much lower than that of membership mailings sent by your postal service.

As a separate 501(c)(3) organization incorporated in the state of Virginia and subject to the laws of the commonwealth, ASCD cannot share lists of member e-mail addresses with affiliates. ASCD can provide a list of ASCD members residing in your membership region upon your request. This member listing can include member street address mailing information for your use.

## **Printing**

You are encouraged to publish and deliver your publications online. However, if you can afford to print and mail your publications, you may choose to do so. Most printers can handle a four-page, folded self-mailer newsletter. Page count for any publication must be in multiples of four, and if it is a self-mailer, it needs to be folded again so that a space is available for postal address and mailing information.

Printers who handle large printing jobs lay out the publication so that it is printed on both sides of a 34" x 22" piece of paper, folded to 16 pages measuring 8½" x 11" then trimmed so that all pages open on three sides and bound (stapled) in the middle. You can get a better price for your publication by discussing your needs with the printer.

## **Mailing**

Of course, if you print your publications you will need to mail them to your membership. As a nonprofit organization, you may apply for a postal bulk mail permit to receive a lower postal rate. To mail anything at bulk rates, the mailing must have a minimum of 200 pieces. Unless you have software to print and sort addresses in the required postal format, it is usually best to work with a professional mailer, as well.

ASCD affiliates view their programs as opportunities to develop educators' capacity for learning, teaching, and leading and to fulfill their mission and goals. The goal is for your affiliate to become the “Go-To source” for providing programs, products, and services that help affiliate members shape policy, improve classroom practice, and affect student achievement.

### Professional Development

Affiliates showcasing an active program of professional development offerings that address the needs of members and educators add value to their membership base as they fulfill their mission. Programs vary as affiliates have developed professional development delivery methods that have been found to work for their geographic areas. Sharing conference ideas and conference planning with other affiliates helps all to grow in their abilities to develop a conference based on member needs and interests.

Professional development events can be delivered face-to-face and online. A webinar is an expert presentation delivered online that invites members to participate from wherever they have an Internet connection. Members in attendance can ask questions and interact with others by text chat and by voice using a microphone. Similarly, an online meeting brings together members to discuss topics of interest and exchange ideas with one another using text chat and voice over microphone.

Conferences, workshops and professional development institutes are all options for offering professional development to members online or face-to-face. Depending on the affiliate, these events may range from less than a hundred registrants to several thousand. All professional development events, regardless of size, take much effort and planning.

A proven strategy is to offer professional development opportunities that offer certification credits or graduate hours through a university or your department of education. This adds value to participation that provides additional incentive for members to attend.

If your geographic area is conducive to collaboration, consider working with the neighboring affiliates to plan a regional conference that will fill needs of all members represented by affiliates in the region. One notable example is the Northeast ASCD Affiliate Conference. For more than a decade, ASCD affiliates in Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Ontario, Rhode Island, and Vermont work together to develop and present an annual conference in addition to each organization's individual offerings.

One of the advantages of sharing knowledge and experiences among affiliates is discovering speakers that other affiliates have used. A personal testimony can provide

information on the details of the presentation and how the person was received. You can determine whether the speaker in question will address the issues and concerns of your PDI. Feel free to share your experiences with speakers on the ASCD EDge group for Affiliate executive directors.

### **Affiliate Sales of ASCD Books**

ASCD has recently developed the capacity to use its Personify database system to electronically track sales by affiliates using the Affiliate Discounts on ASCD Publications program. In the future, when evaluating this program, ASCD will be able to use this important performance data when making decisions on mutually beneficial enhancements. To help us gather this data, when you call to order ASCD books for resale at affiliate functions, please remind the ASCD Service Center consultant to flag your order with "Source Code AFF."

This special program is designed to provide affiliates with potential revenue with no financial exposure. An affiliate may order ASCD print materials (e.g., ASCD books, *Educational Leadership*, *Education Update*) for resale at affiliate functions at a 40 percent discount off the nonmember rate. Profits gained from the resale of ASCD materials should benefit the affiliate only.

There are two significant advantages for affiliates who purchase ASCD print materials for resale: (1) ASCD will bill the affiliate purchaser for the order so there is no immediate outlay of funds, and (2) affiliates may return any unsold material in resale condition to ASCD with no charge or penalty.

One thing to keep in mind about this program is that affiliates may only purchase ASCD print materials for resale at affiliate functions. The program cannot be used to sell materials through other marketing channels such as newsletter promotions, direct mail solicitations, or Website features. Similarly, if an affiliate receives an order or phone inquiry to purchase materials, the purchase order or purchaser must be referred to ASCD's Service Center. These program parameters, along with the billing and return provisions, are designed to support the purposes of the program while achieving a balance between affiliate and association interests.

### **Authors Forum**

ASCD Authors Forum was created to promote professional learning opportunities for affiliates and connected communities in their geographic areas. You can select participating ASCD authors and design events such as seminars, chats, book signings or presentations. The program aims to develop collaborative relationships between authors and affiliates and to involve affiliates in the community through the promotion of ASCD products, programs, and services.

## How It Works:

### Step 1

Choose an author from the directory and decide on a presentation format. Please keep in mind we recommend that you plan to use the Authors Forum a good six months prior to your event taking place.

### Step 2

Contact ASCD Constituent Services at [constituentservices@ascd.org](mailto:constituentservices@ascd.org) to obtain an Author Request Form.

### Step 3

Constituent Services will confirm your booking and send you information on how to contact the author to plan the presentation.

All bookings are arranged through ASCD Constituent Services, and no arrangements are finalized until both you and the author(s) have signed the contract(s) and returned them to our office.

Affiliates are responsible for reimbursing travel, hotel, and meal expenses for participating authors. Affiliates will be invoiced by ASCD on behalf of the author in accordance with this reimbursement policy. All bookings are arranged through Constituent Services. Please make requests for authors at least four weeks in advance.

The author will not receive monetary compensation or honoraria for services or time required to prepare for and participate in the ASCD Authors Forum. However, at the discretion of the author, the requesting affiliate may negotiate an additional fee for an event exceeding the length of two to three hours, due to additional preparation time beyond the scope of the Authors Forum contract.

Please note a plane itinerary, as well as a copy of the ticket, and receipts for all expenses over \$10.00 (USD) must be submitted with the expense report. Reimbursable expenses include the following:

- Coach class air fare
- Coach class train fare (if cheaper than air fare)
- Car mileage at \$0.55 per mile (if cheaper than air fare)
- Hotel accommodations approved nights
- Reasonable cost of meals not provided by the host affiliate (meals above \$10.00 require an itemized receipt)
- Reasonable cost of taxis to and from airport and hotel
- Mileage to and from airport
- Parking at airport

- Tips to porters
- Toll charges
- Postage for mailing materials
- Car rentals (in some cases where it is less expensive than other transportation)

Items which cannot be reimbursed include the following:

- Travelers insurance or cancellation insurance
- Car rentals (when it is more expensive than other forms of transportation)
- Any expenses for anyone other than the participant
- Meal expenses when the host affiliate provides group meals
- Bar bills
- Entertainment (e.g., movie rentals)
- Hotel accommodations above the approved rate due to late registration
- Hotel accommodations for other than approved nights (unless approved in writing)
- Unreasonable charges for taxis and meals
- Personal phone calls

\*If you rent a car for personal use, hotel parking charges cannot be reimbursed.

### **Resource Speaker Program**

The ASCD Resource Speakers program was created to offer staff expertise to affiliates for affiliate board and affiliate membership professional development opportunities. Constituent Services will work with you to make the most of a resource speaker visit, planning a combination of board development, governance work, conference keynotes, workshops and concurrent presentations on topics specific to ASCD goals and initiatives.

ASCD assumes the full cost for sending a resource speaker to an affiliate for agreed upon work. Please complete the online request form, ideally six months in advance of the date for which a speaker is needed, in order to begin the planning process with Constituent Services.

### **Affiliate Traveling Exhibit**

The ASCD Affiliate Traveling Exhibit program was created to offer a professional display of ASCD resources for display at affiliate events. Constituent Services will work with you to coordinate the scheduling of the exhibit delivery to you so that you have adequate time to unpack and roll out the display for use at your event.

ASCD assumes the full cost for shipping the traveling exhibit to an affiliate for an agreed upon period of time. Once you are finished using the exhibit, simply pack it up and ship it back to ASCD at our expense. Please complete the online request form, ideally six months in advance of the date for which an exhibit is needed, in order to begin the planning process with Constituent Services.



## **Affiliate Library Membership**

The ASCD Affiliate Library Membership program was created to aid in the creation of an affiliate library of ASCD materials for your affiliate. The president or executive director of an affiliate may request one complimentary affiliate library membership per year. The recipient of the complimentary ASCD library membership must have an active personal membership at the time of the request.

The library membership is issued in the name of the affiliate you must request to have it renewed each year. Please complete the online request form in order to request your Affiliate Library Membership for the coming year.

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## ASCD Web Resources

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ASCD

<http://www.ascd.org>

ASCD EDge

<http://edge.ascd.org>

ASCD The Whole Child

<http://www.ascd.org/whole-child.aspx>

ASCD The Whole Child Blog

<http://whatworks.wholechilddeducation.org/blog/>

ASCD Vision in Action Award

<http://www.ascd.org/programs/The-Whole-Child/Vision-in-Action.aspx>

ASCD Healthy School Communities

<http://www.ascd.org/programs/hsc/healthyschoolcommunities.aspx>

ASCD Affiliate Resources

<http://www.ascd.org/about-ascd/Affiliates/Affiliates.aspx>

ASCD Authors Forum

<http://www.ascd.org/about-ascd/Affiliates/Affiliate-Community/ASCD-Authors-Forum.aspx>

ASCD Connected Communities

<http://www.ascd.org/about-ascd/Connected-Communities.aspx>

ASCD Conferences and Institutes

<http://www.ascd.org/conferences.aspx>

ASCD Educator Advocates

<http://www.ascd.org/public-policy/Educator-Advocates.aspx>

ASCD Governance

<http://www.ascd.org/about-ascd/Governance/ASCD-Governance.aspx>

ASCD Membership

<http://www.ascd.org/memberships.aspx>

ASCD Online Learning

<http://www.ascd.org/online-learning.aspx>

ASCD Professional Development

<http://www.ascd.org/professional-development.aspx>

ASCD Professional Interest Communities

<http://www.ascd.org/about-ascd/professional-interest-communities/home.aspx>

ASCD Public Policy

<http://www.ascd.org/public-policy/home.aspx>

ASCD Publications

<http://www.ascd.org/publications.aspx>

ASCD Student Chapters

<http://www.ascd.org/about-ascd/Student-Chapters/Student-Chapters.aspx>

ASCD Conference Scholars

<http://www.ascd.org/conferences/Annual-Conference/scholars/conference-scholars.aspx>

ASCD Emerging Leaders

<http://www.ascd.org/programs/Emerging-Leaders/Emerging-Leaders.aspx>

ASCD Outstanding Young Educator Award

<http://www.ascd.org/programs/Outstanding-Young-Educator-Award/Outstanding-Young-Educator-Award-Program.aspx>

ASCD Store

<http://shop.ascd.org/>

ASCD In Service Blog

<http://ascd.typepad.com/blog/>

ASCD on Facebook  
<https://www.facebook.com/ascd.org>

ASCD on Twitter  
<https://twitter.com/#!/ASCD>

ASCD Research a Topic  
<http://www.ascd.org/research-a-topic.aspx>

ASAE  
<http://www.asaecenter.org/>

BoardSource  
<http://www.boardsource.org/>

## Affiliate Leader's Checklist

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### Things to Do on a Regular Basis

- Read and respond to communications sent to members of the ASCD Leadership Council and participate in ASCD Leadership Council discussions, if applicable.
- Keep in regular contact with student chapters in your geographic region.
- Participate in online or print surveys and in affiliate regional, president, or executive director and secretary electronic mailing list discussions.
- Keeping in mind ASCD's Diversity Plan and the affiliate's diversity strengths and needs, compile a pool of possible nominees for affiliate and ASCD officer, Leadership Council, emerging leader, and committee positions.
- Keep in touch with your Constituent Services director.
- Register for and attend Constituent Services online meeting opportunities as they are offered.
- Participate on ASCD EDge and share information with your fellow ASCD leaders.
- Ensure Joint Dues reports are current and all Joint Dues checks are deposited.

### Things to Do in the Summer

- Attend the Leader to Leader Conference (L2L) to receive leadership professional development and network with other Constituent Programs leaders.
- By July 1, provide ASCD with the names of your affiliate's representatives to the ASCD Leadership Council for the coming year.
- Submit the Affiliate Data Profile to ASCD by July 31.
- Submit your proposal for an ASCD Influence Grant.
- Nominate someone for the Outstanding Young Educator Award Program.
- Hold a board retreat for planning; use the Affiliate Developmental Continuum (ADC) as a reflection and planning tool.
- Design an orientation for new affiliate board members.
- Review and refine your strategic plan with the board.
- For executive directors, review the Affiliate Executive Director Handbook.
- Consider inviting a participating author from the ASCD Author's Forum for a conference or workshop in the upcoming year.
- Decide if you will need the ASCD traveling exhibit, promotional materials, or Whole Child resources for upcoming conferences and submit your requests to Constituent Services.
- Decide to whom you will offer complimentary ASCD memberships and send the completed forms to Constituent Services.
- Decide if your affiliate will submit an application for an Affiliate Overall Excellence or Individual Area of Excellence Award and begin to compile your presentation.

- Decide if your affiliate will initiate an activity at the ASCD Annual Conference for attendees from your geographic region. If it will, request a form to reserve meeting space at the event from Constituent Services.

#### Things to Do in the Fall

- Register for ASCD's Leadership Institute for Legislative Advocacy (LILA) Conference and confirm travel arrangements with Constituent Services. If you are from the United States, make appointments with your congressional representative or senator or their staff for the Day on the Hill.
- Register for ASCD's Annual Conference and make travel arrangements. Make your housing arrangements for the ASCD Annual Conference. Housing is first-come, first-served and the cutoff date is traditionally in January.
- Consider supporting the attendance of student chapter members in your geographic region to ASCD's Annual Conference by participating in the ASCD scholarship program.
- Submit applications for an Affiliate Overall Excellence or Individual Area of Excellence Award.
- Widely distribute ASCD candidacy recommendation information.
- Vote in the ASCD elections.

#### Things to Do in the Winter

- Attend ASCD's Leadership Institute for Legislative Advocacy (LILA) Conference.
- Register for ASCD's Annual Conference and make travel arrangements. Make your housing arrangements for the ASCD Annual Conference. Housing is first-come, first-served and the cutoff date is traditionally in January.
- RSVP to Constituent Services staff regarding the Affiliate Recognition Luncheon, held during the ASCD Annual Conference. Two members from each affiliate are invited to attend.
- Decide if your affiliate will initiate an activity at Annual Conference for attendees from your geographic region. If it will, request from Constituent Services staff the addresses of those from your region that are registered to attend Annual Conference, or download the information via Affiliate Access.
- Make arrangements for your affiliate's summer board retreat.
- Submit nominees for ASCD's Emerging Leader Program.
- Submit nominations for consideration for ASCD officers, the Nominations Committee, and other committees and work groups.
- For executive directors, participate in agenda development for the Affiliate Executive Directors Meeting at the ASCD's Annual Conference.

## Things to Do in the Spring

- Gather data and submit the Affiliate Data Profile to Constituent Services by July 31.
- Attend the ASCD Annual Conference. If you are a member of the Leadership Council, attend Council meetings at conference. If you are an affiliate executive director or secretary, attend the Affiliate Executive Directors and Secretaries Meeting at the Conference.
- Submit a proposal for ASCD Annual Conference by the May 1 deadline.
- Invite ASCD Emerging Leaders to join your affiliate.
- If your summer board retreat did not include a shared review meeting with your Constituent Services director, schedule an audio or video shared review meeting with the director, including members of your executive team.
- Renew your affiliate library membership.
- Decide if your affiliate will apply for an ASCD influence grant. If so, begin researching and crafting your plan or the grant's activities and costs.





## Affiliate Developmental Continuum (ADC)

Affiliates are encouraged to use the Affiliate Developmental Continuum (ADC) for important self-examination, focusing on the cumulative intent as one moves from “Emerging” to “Effective” to “Exemplary” in each aspect of affiliate work and designing a pathway for advancement that each affiliate can shape for itself.

Revised and updated, June 2011 by the ADC Refresh Committee:

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A self-assessment tool providing guidelines for





## Affiliate Developmental Continuum (ADC)

Affiliates are encouraged to use the Affiliate Developmental Continuum (ADC) for important self-examination, focusing on the cumulative intent as one moves from “Emerging” to “Effective” to “Exemplary” in each aspect of affiliate work and designing a pathway for advancement that each affiliate can shape for itself.

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**A self-assessment tool providing guidelines for**



# Affiliate Developmental Continuum Quick Reference

An abbreviated summary of the progression from Emerging through Effective through Exemplary for each of the 5 ADC categories:



	<b>Emerging</b>	<b>Effective</b>	<b>Exemplary</b>
<b>Membership</b>	Promotes member benefits in an effort to recruit and retain members	Develops and implements a membership plan that includes a benchmarking affiliate membership data against the educator demographics of its region and routine surveys of member satisfaction	Translates membership plan into a membership experience that provides a variety of opportunities for member participation and engagement in the affiliate and the Association by aligning membership activities strategically with all other plans and activities of the affiliate and ASCD
<b>Communication &amp; Publications</b>	Focuses communication content on affiliate activities	Develops and implements a communication and publication plan that keeps members informed of the full range of affiliate activities, member benefits and member opportunities for engagement	Positions itself in the marketplace as the go-to source for information by aligning its communication plan and activities strategically with all other plans and activities of the affiliate and the Association, actively engaging in two-way communication with members, ASCD and its constituent groups, and other regional organizations
<b>Programs, Products &amp; Services</b>	Attains market perspective identifying member's needs through anecdotal evidence	Maintains a committee for programs, products, and services that develops and implements a program plan based on market research that offers programs, products and services that meet local needs	Organizes committees that use market research to align programs, products, and services strategically with all other plans and activities of the affiliate so that it is seen as a valued source of professional development and timely information that promotes opportunities for sustained work in learning communities
<b>Influence &amp; Policy</b>	Focuses on education issues in isolation internally	Develops and implements an influence plan that supports local initiatives and promotes ASCD positions on important issues in education	Aligns influence plans and activities strategically with all other plans and activities of the affiliate and the Association to become a trusted voice in education policy by building and leading effective grassroots networks to address important issues and regularly representing the affiliate and ASCD on significant education committees and task forces
<b>Leadership &amp; Governance</b>	Works with ASCD staff to develop plans consistent with its constitution and bylaws	Develops and implements a leadership and governance plan as part of long-term planning, delegating portions of this work through a committee structure involving membership	Aligns its leadership plan, governance plan, succession plan strategically with all other plans and activities of the affiliate and the Association by evolving from operations and management into a collaborative policy board that provides a well-qualified and diverse pool of candidates for ASCD


## Affiliate Developmental Continuum Category Descriptions

In its ongoing life cycle, an affiliate will self-identify with exemplars from across the three categories of emerging, effective and exemplary.

The exemplars only serve as guidelines, and the exemplars an affiliate identifies with over time will change.

An affiliate may identify with exemplars from all three categories at the same time.

The Affiliate Developmental Continuum represents an ongoing journey in which there is always room for growth; there is no final destination.



	<b>Emerging</b>	<b>Effective</b>	<b>Exemplary</b>
<b>Activity</b>	Operates at a basic level. Meets most responsibilities defined in polices. Conducts a small number of activities. Focuses mainly on events. Communicates with others as needed.	Operates at a level that reflects strong management practices and evidences the partnership with the Association. Meets all basic responsibilities in ASCD policies. Develops and uses plans that reflect ASCD initiatives and priorities and considerations. Collects and considers some data in decision making. Varies activities and targets them to local needs and issues.	Integrates sustainable plans across functional areas and aligns them to strategic goals. Exhibits broad use of data to drive decision making. Plans activities that are innovative and groundbreaking and represent creative leveraging of resources. Exhibits strategic collaboration within affiliate and between other organizations in geographic area. Supports an engaged and involved membership with focus on diversity, strong two-way communication, and focus on ASCD initiatives and priorities embedded throughout operations.
<b>Impact</b>	Exhibits minimal effect on local educators or effect is not measured. Is stagnant in affiliate capacity and membership growth. Has small leadership core. Has limited visibility and little recognition in geographical area.	Has member and customer data that reflect satisfaction with products and services. Has impact data that consists of anecdotal evidence and some evidence of results. Demonstrates that membership, participation rates, financial stability, and influence are growing incrementally. Demonstrates dynamic and diverse leadership over time.	Demonstrates evidence of positive change in educators' practice and student achievement. Is recognized as a leading organization in geographic area. Meets the needs of a diverse membership. Has high member retention rates and strong sense of community among members. Has significant and varied streams of revenue that support a long-range financial plan. Programming focuses on creating a sustainable and strong education community.
<b>Active Collaboration within the ASCD Community</b>	Exhibits minimal contact, communication, or collaboration with others within the ASCD community.	Shares activities and collaborates with other affiliates. Reaches out to other constituent groups. Contributes to the Association by participating actively in advocacy and governance. Enhances member sense of identity with ASCD community. Supports ASCD strategic plan and community-wide initiatives. Builds credibility and visibility of the Association in state, province, or country.	Consistently demonstrates leadership within the ASCD community. Has membership with strong sense of identity with and participation in the ASCD community. Demonstrates strong integration and utilization of ASCD products, programs, and services. Advances ASCD community-wide initiatives. Collaborates with the Association and other constituent groups on significant activities to accomplish shared views and goals.

## ADC: Membership

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Activity</b>	<ul style="list-style-type: none"> <li>· Attracts traditional members.</li>   <li>· Uses a minimal database with little or no information on members.</li>   <li>· Does not assess membership needs.</li>   <li>· Engages in limited effort to recruit and retain members.</li>   <li>· Communicates member benefits*</li> </ul>	<ul style="list-style-type: none"> <li>· Develops and implements a membership plan.</li>   <li>· Maintains an effective database by analyzing and benchmarking affiliate membership data against the educator demographics of its state, province, or country.</li>   <li>· Basic survey of members to gather member feedback.</li>   <li>· Identifies and implements strategies to recruit and retain membership by               <ul style="list-style-type: none"> <li>- Formulating and executing targeted membership recruitment plans.</li> <li>- Engaging members in activities.</li> <li>- Making organized efforts to involve members.</li> </ul> </li>   <li>· Highlights membership benefits* and value-added benefits**.</li> </ul>	<ul style="list-style-type: none"> <li>· Aligns membership plans and activities strategically with all other plans and activities of the affiliate and ASCD.</li>   <li>· Uses the effective database to strengthen and improve membership recruitment plans.</li>   <li>· Advances toward vision and achievement of its mission by using an annual comprehensive membership plan based on research.</li>   <li>· Provides a variety of opportunities for member participation in leadership and governance activities in the affiliate and the Association by               <ul style="list-style-type: none"> <li>- Making multiple organized efforts to involve all members.</li> <li>- Supporting membership of affiliate members in the Association.</li> <li>- Testing and measuring results of implemented strategies to further refine recruitment efforts.</li> </ul> </li>   <li>· Translates member benefits* and values** to create a ‘membership experience.’</li> </ul>

\*Benefits of membership include the ‘things’ a member receives from the membership (e.g. newsletters, books, and discounts).

\*\*Value-added benefits of membership describe the aspects of a membership that provide added value beyond the features (e.g. information on how to solve problems, influence education legislation, and further education initiatives).

## ADC: Membership (continued)

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Impact</b>	<ul style="list-style-type: none"> <li>· Demonstrates little or no membership growth or negative growth.</li> <li>· Has a static group of leaders who represent the traditional profile of the membership.</li> <li>· Has few or no connections in its state, province, or country identified as avenues for membership growth.</li> </ul>	<ul style="list-style-type: none"> <li>· Demonstrates sustained membership growth.</li> <li>· Has limited membership participation and involvement affiliate activities.</li> <li>· Actively pursues additional connections in its state, province, or country.</li> </ul>	<ul style="list-style-type: none"> <li>· Demonstrates increases in the match between the demographics of affiliate members and the demographics of educators in the state, province, or country by               <ul style="list-style-type: none"> <li>- Increasing membership growth across target markets</li> <li>- Assessing and addressing the needs of its formal regions within the affiliate, where applicable.</li> </ul> </li> <li>· Provides opportunities for leadership opportunities across diverse membership groups.</li> <li>· Makes strategic additional connections in its state, province, or country as determined by a needs assessment.</li> </ul>
<b>Active Collaboration within the ASCD Community</b>	<ul style="list-style-type: none"> <li>· Serves as an ASCD presence in a geographic area.</li> <li>· Initiating members' sense of connection to the ASCD community by               <ul style="list-style-type: none"> <li>- Promoting dual membership in the affiliate and ASCD.</li> <li>- Being viewed as a valuable part of the ASCD membership experience.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Builds the Association's credibility and visibility in the state, province, or country by               <ul style="list-style-type: none"> <li>- Participating in ASCD leadership and governance activities.</li> <li>- Increasing membership among targeted groups.</li> <li>- Reporting on successful strategies with the use of data to analyze demographics.</li> </ul> </li> <li>· Increases members' sense of connection to the ASCD community by               <ul style="list-style-type: none"> <li>- Increasing dual membership in the affiliate and ASCD.</li> <li>- Being viewed as a valuable part of the ASCD membership experience.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Collaborates with other associations and agencies within and outside/beyond ASCD.               <ul style="list-style-type: none"> <li>- Mentoring among affiliates.</li> <li>- Collaborative strategic planning.</li> <li>- Regional sharing of programs and resources that provide an economy of scale and increase the value of membership.</li> </ul> </li> <li>· Creating a culture that promotes members' self-initiated connections within the ASCD community that add value both among individual members and to the organization as a whole.</li> </ul>

## ADC: Communication and Publications

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Activity</b>	<ul style="list-style-type: none"> <li>· Publishes brief newsletters occasionally.</li> <li>· Focuses communication content on affiliate activities.</li> <li>· Has a static Web site.</li> <li>· Beginning to engage in a network of educational entities/organizations in the affiliate's state, province, or country.</li> </ul>	<ul style="list-style-type: none"> <li>· Develops and implements a communication and publication plan by               <ul style="list-style-type: none"> <li>- Using symbols, logos, and colors to present a professional image.</li> <li>- Reviewing communication plan progress and updating it annually.</li> </ul> </li> <li>· Keeps members informed of full range of affiliate activities and member opportunities by               <ul style="list-style-type: none"> <li>- Seeking contributions from members and others.</li> <li>- Highlighting ASCD products, programs, and services.</li> </ul> </li> <li>· Attempts to incorporate use of technology to improve communication by               <ul style="list-style-type: none"> <li>- Updating Web site regularly.</li> <li>- Facilitating communication with affiliate members and the larger education community using ASCD EDge, Facebook, twitter and/or other Web 2.0 tools.</li> </ul> </li> <li>· Active participates in a network of educational entities/ organizations in the affiliate's state, province, or country.</li> </ul>	<ul style="list-style-type: none"> <li>· Aligns communication plan and activities strategically with all other plans and activities of the affiliate and the association by planning deliberate print and electronic communications that reflect and portray the affiliate's diversity.</li> <li>· Advances vision and achievement of mission of the affiliate and the Association through effective communication and publications by               <ul style="list-style-type: none"> <li>- Regularly receiving content contributions from affiliate members and members of the education community.</li> <li>- Regularly communicating affiliate and association strategic plans and progress toward meeting goals to members.</li> </ul> </li> <li>· Proactively uses advanced technology and social networking tools to achieve goals by               <ul style="list-style-type: none"> <li>- Maintaining an interactive Web site that engages members, prospective members and other educational stakeholders.</li> <li>- Facilitating communication with affiliate members and the larger education community using ASCD EDge, Facebook, twitter and/or other Web 2.0 tools.</li> <li>- Makes use of ecommerce tools for registration and purchase of programs, products and services.</li> </ul> </li> <li>· Leading and expanding a network of educational entities/organizations in the affiliate's state, province, or country.               <ul style="list-style-type: none"> <li>- May include mentoring other affiliates and organizations in networking</li> <li>- Positions itself in the marketplace as the "go-to source" for information.</li> </ul> </li> </ul>

## ADC: Communication and Publications (continued)

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Impact</b>	<ul style="list-style-type: none"> <li>· Maintains minimal one-way contact with a core group of members.</li> <li>·</li> <li>· Has some core group members that attend affiliate events.</li> <li>· Sustains static retention rates.</li> <li>· Is not sought by members and other practitioners as a resource.</li> <li>· Seeks out best practices.</li> </ul>	<ul style="list-style-type: none"> <li>· Establishes two-way communication among all members and affiliate leaders.</li> <li>· Increases member attendance at affiliate events.</li> <li>· Increases retention rates.</li> <li>· Is sought by a limited number of members and other practitioners as a resource.</li> <li>· Uses research-based, results-driven best practices.</li> </ul>	<ul style="list-style-type: none"> <li>· Engages in multi-directional contact amongst members, leaders, and prospective members.</li> <li>· Increases member and nonmember attendance at affiliate events.</li> <li>· Increases membership.</li> <li>· Positions itself as an information source sought by policymakers and the media demonstrated by the existence of outside subscribers to and duplication requests for publications.</li> <li>· Models and initiates research-based, results-driven best practices.</li> </ul>
<b>Active Collaboration within the ASCD Community</b>	<ul style="list-style-type: none"> <li>· Understands the importance of ASCD positions, initiatives, and legislative agenda in the local context at the leadership level.</li> <li>· Is approached by self-identified contributing partners.</li> <li>· Maintains the association's credibility and visibility.</li> <li>· Intermittently communicates local issues to ASCD.</li> </ul>	<ul style="list-style-type: none"> <li>· Interpreting and applying an understanding of issues in the local context among members.</li> <li>· Identifies potential contributing partners (e.g., authors, presenters, practitioners)</li> <li>· Builds the association's credibility and visibility by               <ul style="list-style-type: none"> <li>- Increasing awareness of ASCD's products, programs, services and initiatives.</li> </ul> </li> <li>· Regularly communicates local issues to ASCD to inform the work of the association.</li> </ul>	<ul style="list-style-type: none"> <li>· Collaborates on communications and publications with ASCD to accomplish shared views and goals by cross-referencing ASCD publications and communications at events.</li> <li>· Actively recruits potential contributing partners (e.g., authors, presenters, practitioners)</li> <li>· Is recognized by lawmakers, policymakers, and the local media as part of ASCD.</li> <li>· Actively engages in two-way communication with ASCD and other constituent groups to inform the work of both the affiliate and the association community.</li> <li>· Pilots state/provincial legislation at the local level.</li> </ul>



## ADC: Programs, Products, and Services

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Activity</b>	<ul style="list-style-type: none"> <li>· Offers at least one professional development activity per year.</li> <li>· Keeps a static perspective on programs, products, and services by               <ul style="list-style-type: none"> <li>- Engaging only the board in the program planning process.</li> <li>- Identifying member's needs through anecdotes.</li> </ul> </li> <li>· Evaluates programs, products, and services based on event attendance.</li> <li>· Maintains or loses static attendance at events.</li> <li>· Executes events independently.</li> <li>· Is receptive to new information and ideas that create insight around new programs, products and services</li> </ul>	<ul style="list-style-type: none"> <li>· Develops and implements a program plan by               <ul style="list-style-type: none"> <li>- Effectively budgeting for programs.</li> <li>- Identifying themes and topics as focus for one-year or multi-year attention.</li> <li>- Offering regular professional development opportunities that address local issues.</li> <li>- Strategically planning to support influence efforts through programs.</li> <li>- Providing follow-up opportunities to program events.</li> <li>- Reviewing plan progress and updates annually.</li> </ul> </li> <li>· Maintains a committee for programs, products, and services with representation from across the organization by               <ul style="list-style-type: none"> <li>- Including member participation in the planning process.</li> <li>- Identifying members' needs through systemic feedback gathering.</li> </ul> </li> <li>· Evaluates affiliate programs, products, and services through event attendee evaluations.</li> <li>· Increases event attendance through word-of-mouth.</li> <li>· Works in collaboration with ASCD and other organizations that inquire about event planning by               <ul style="list-style-type: none"> <li>- Occasionally having exhibit space.</li> <li>- Occasionally soliciting sponsorship for events.</li> </ul> </li> <li>· Actively seeks new information and ideas that create insight around new programs, products and services</li> </ul>	<ul style="list-style-type: none"> <li>· Aligns programs, products, and services strategically with all other plans and activities of the affiliate and the association by               <ul style="list-style-type: none"> <li>- Offering a variety of innovative programs, activities, products, and services tailored to local needs.</li> <li>- Providing services to all parts of the affiliate's geographic region.</li> <li>- Planning programs, products, and services-based on consideration for diversity.</li> <li>- Providing opportunities for sustained work in learning communities.</li> </ul> </li> <li>· Organizes collaborative work across various committees (e.g., communication committee collaborates to market events, membership committee conducts surveys).</li> <li>· Systemically collects and analyzes data to make improvements to program offerings.</li> <li>· Strategically increases attendance through improved program offerings</li> <li>· Actively recruits other organizations to achieve of common goals by having a comprehensive system in place for contracting sponsorship, presenters, and exhibitors.</li> <li>· Nurtures a culture of collaboration that seeks new information and ideas that create insight around new programs, products and services</li> </ul>

## ADC: Programs, Products, and Services (continued)

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Impact</b>	<ul style="list-style-type: none"> <li>· Is unable to document impact of programs, products, and services.</li> <li>· Serves a limited range of participants.</li> <li>· Maintains static membership numbers solely through event attendance.</li> <li>· Works to establish reliable streams of revenue.</li> </ul>	<ul style="list-style-type: none"> <li>· Assesses member satisfaction with programs, products, and services provided by collecting anecdotal evidence of individual use of training programs and their effectiveness.</li> <li>· Serves a diverse range of participants.</li> <li>· Increases traditional membership via programs, products, and services.</li> <li>· Sustains financial viability.</li> </ul>	<ul style="list-style-type: none"> <li>- Is recognized as a leading organization in the state, province, or country on issues of learning, teaching, and leading.               <ul style="list-style-type: none"> <li>· e.g. recognition by other professional Associations, state departments of education, news agencies, etc.</li> </ul> </li> <li>· Serves a diverse range of participants, reflective of the local community.</li> <li>· Demonstrates growth beyond traditional membership categories.</li> <li>· Diversifies significant and varied revenue streams indicating growth over time.</li> </ul>
<b>Active Collaboration within the ASCD Community</b>	<ul style="list-style-type: none"> <li>· Highlights ASCD programs, products, and services by               <ul style="list-style-type: none"> <li>- Showing limited ASCD book sales.</li> <li>- Updating the ASCD community on effective presenters, presentation formats, and best practices when asked to do so.</li> </ul> </li> <li>· Is occasionally approached by potential contributing partners for future ASCD programs, products, and services.</li> </ul>	<ul style="list-style-type: none"> <li>· Integrates ASCD programs, products, and services with affiliate programs by               <ul style="list-style-type: none"> <li>- Building the association’s credibility and visibility in the state, province, or country.</li> <li>- Regularly updating the community on effective presenters, presentation formats, and best practices.</li> </ul> </li> <li>· Identifies potential contributing partners for future ASCD programs, products, and services.</li> </ul>	<ul style="list-style-type: none"> <li>· Collaborates with ASCD on programs, products, and services to accomplish shared views and goals, systematically updating the community on effective presenters, presentation formats, and best practices</li> <li>· Actively recruits potential contributing partners for future ASCD programs, products, and services.</li> </ul>

## ADC: Influence and Policy

<p><b>Activity</b></p>	<ul style="list-style-type: none"> <li>· Focuses on education issues but works in isolation by             <ul style="list-style-type: none"> <li>- Limiting discussion of education issues to board meetings.</li> </ul> </li>   <li>· Reviews ASCD positions at the board level.</li>   <li>· Initiates affiliate leaders sitting on important committees at the local/state/province/country level.</li>   <li>· An affiliate member has attended the ASCD Leadership Institute for Legislative Advocacy in the past.*</li> </ul>	<ul style="list-style-type: none"> <li>· Develops and implements an influence plan that supports both local initiatives and the association by             <ul style="list-style-type: none"> <li>- Creating an active committee and a process for identifying upcoming issues and monitors national and state or provincial legislative activities.</li> <li>- Reviewing progress and updating influence plans annually.</li> <li>- Involving affiliate membership in influence activities.</li> <li>- Incorporating ASCD priority language, policy, and practice into influence plan.</li> </ul> </li>   <li>· Adopts positions in support of ASCD positions and important local issues by accessing research-based information to develop a “common message” around each position.</li>   <li>· Has affiliate leaders represent the affiliate on significant education committees and task forces by collaborating with other organizations to advance their affiliate influence plans.</li>   <li>· Sends at least one affiliate member to the ASCD Leadership Institute for Legislative Advocacy each year.*</li> </ul>	<ul style="list-style-type: none"> <li>· Aligns influence plans and activities strategically with all other plans and activities of the affiliate and ASCD by             <ul style="list-style-type: none"> <li>- Advancing the vision and the achievement of the affiliates’ mission and the ASCD community.</li> <li>- Building and leading coalitions to address issues.</li> <li>- Working on significant projects with other affiliates and ASCD.</li> <li>- Aligning influence work with communication and program work.</li> <li>- Involving membership fully in influence work through publications, programs, and action plans.</li> <li>- Strategically integrating ASCD priorities and initiatives into legislative agenda.</li> </ul> </li>   <li>· Develops an effective grassroots network that influences local/state/province/national priorities by acting on research-based information in a dynamic process for addressing fast-breaking issues and concerns.</li>   <li>· Is regularly invited to provide representation from the affiliate on significant education and legislative committees and task forces.</li>   <li>· Affiliate sends a team to the ASCD Leadership Institute for Legislative Advocacy every year. *             <ul style="list-style-type: none"> <li>- Includes at least one session on influence in its yearly conference offerings.</li> <li>- Sponsor or co-sponsor legislation at the state level</li> <li>- Use congresspersons to bring federal town hall or information on education to the state level.</li> </ul> </li> </ul>
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\*This aspect of the ADC Section on Influence applies primarily to U.S.-based affiliates.

## ADC: Influence and Policy (continued)

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Impact</b>	<ul style="list-style-type: none"> <li>· Has leaders who are aware of their role as education leaders and change agents who initiate activities to begin to get involved.</li> <li>· Has limited opportunities for influence work for membership.</li> <li>· Distributes information to Decision-makers on an ad-hoc basis.</li> <li>· Influence activity evidence is limited to anecdotes.</li> </ul>	<ul style="list-style-type: none"> <li>· Is involved in shaping education policy by encouraging the adoption of ASCD/Affiliate legislative priority language, policy, and practice in local schools and districts.</li> <li>· Increases the value of membership through influence work reflected by increased membership numbers, retention, and engagement.</li> <li>· Distributes information to Decision-makers on a consistent basis.</li> <li>· Tracks results of influence activities to guide future capacity building.</li> </ul>	<ul style="list-style-type: none"> <li>· Can provide evidence of effecting change in policy strategically promoting the adoption of ASCD/Affiliate priority language, policy, and practice at the state/province/national level.</li> <li>· Is recognized as a leading organization on issues of learning, teaching, and leading at the local/state/province/national level.</li> <li>· Is widely considered a reliable source for experts and expertise in education issues because               <ul style="list-style-type: none"> <li>- The affiliate is sought by decision-makers for information, resources, and counsel on important education issues.</li> <li>- Decision-makers cite affiliate policy publications and recommendations.</li> </ul> </li> <li>· Has a comprehensive system for monitoring influence activities at all levels of the legislative process.</li> </ul>
<b>Active Collaboration within the ASCD Community</b>	<ul style="list-style-type: none"> <li>· Board members actively respond to ASCD influence and initiative efforts.</li> <li>· Incorporates ASCD influence efforts into communications by posting links to Educator Advocates* and Whole Child resources in affiliate communications and publications.</li> </ul>	<ul style="list-style-type: none"> <li>· Actively promoting ASCD positions and collaborating with other members of the ASCD community to build the affiliate's credibility and visibility in the state, province, or region.</li> <li>· Provides stories and samples of successful influence strategies and influence work products by sharing emerging issues from the state, province, or country.</li> </ul>	<ul style="list-style-type: none"> <li>· Can provide evidence of effecting change in policy by advancing and informing ASCD positions and combining influence systems into a seamless combination of local, state/province/region, and national levels.</li> <li>· Serves as an authoritative voice on issues and a model of advocacy best practices.</li> </ul>

<b>Active Collaboration (cont'd)</b>		<ul style="list-style-type: none"> <li>· Has developed a system for responding to ASCD legislative actions and initiatives.</li> <li>· Applies for Influence Grants to increase influence capacity.</li> </ul>	<ul style="list-style-type: none"> <li>· Develops a grassroots network through Educator Advocates to advance ASCD positions* by             <ul style="list-style-type: none"> <li>- Routinely delivering a significant response to Educator Advocates Action Alerts.*</li> <li>- Collaborating with ASCD and affiliates to accomplish shared influence goals.</li> <li>- Applying for Influence Grants to increase influence capacity</li> </ul> </li> </ul>
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## ADC: Leadership and Governance

<p><b>Activity</b></p>	<ul style="list-style-type: none"> <li>· Works with ASCD staff on development of plans.</li> <li>· Conducts annual summative evaluation of affiliate activity.</li> <li>· Has a current constitution that is reviewed at least every five years.</li> <li>· Confines leadership to a static core group of individuals by             <ul style="list-style-type: none"> <li>- Providing limited processes for leadership development.</li> <li>- Holding board meetings at least twice a year.</li> <li>- Holding an annual planning retreat.</li> <li>- Communicating minimally between meetings.</li> </ul> </li> <li>· Accomplishes the work of the affiliate from within the core leadership group by             <ul style="list-style-type: none"> <li>- Meeting most requirements and deadlines.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Regularly updates and evaluates strategic plan.</li> <li>· Implements a process of ongoing self-evaluation of all aspects of the affiliate program.</li> <li>· Aligns policies, protocols, and bylaws with the affiliate constitution.</li> <li>· Develops and implements a leadership and governance plan as part of the affiliate strategic plan by             <ul style="list-style-type: none"> <li>- Defining job roles for board and officers.</li> <li>- Deliberately including diverse representation on the board.</li> <li>- Ensuring quality, diversity, and renewal of the board through an effective nominating process.</li> <li>- Providing orientation for new board members.</li> <li>- Regularly evaluating the board as a whole as well as individually.</li> <li>- Providing professional development for the board on effective board functioning.</li> <li>- Holding regular board and officer meetings to effectively govern the affiliate.</li> <li>- Holding an annual planning retreat.</li> <li>- Reviewing leadership and governance plan progress and updates annually.</li> <li>- Regularly communicating between meetings.</li> </ul> </li> <li>· Delegates portions of work through a committee structure that involves the membership by             <ul style="list-style-type: none"> <li>- Using an executive or ad hoc committee to act between meetings.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Aligns strategic plan with the ASCD Strategic Plan.</li> <li>· Design action plan to implement a process of ongoing self-evaluation of all aspects of the affiliate program.</li> <li>· Aligns practice with constitutional mandates and stated bylaws of the affiliate and with ASCD.</li> <li>· Aligns leadership, governance plan, and activities strategically with all other plans and activities of the affiliate and the ASCD community by             <ul style="list-style-type: none"> <li>- Developing and implementing a plan to ensure a well-qualified and diverse pool of candidates for various ASCD leadership roles.</li> <li>- Having a highly respected and diverse board.</li> <li>- Working in a way that is transparent to members so that they are aware of the organization's goals, budget, leadership development opportunities, etc.</li> <li>- Communicating frequently with board members.</li> </ul> </li> <li>· Evolves from operations and management into a collaborative policy board by             <ul style="list-style-type: none"> <li>- Encouraging dialogue necessary for members to create new ideas for further affiliate development.</li> <li>- Using procedures like a consent agenda to keep the focus on policy dialogue.</li> </ul> </li> </ul>
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## ADC: Leadership and Governance (continued)

	<i>An Emerging affiliate...</i>	<i>An Effective affiliate...</i>	<i>An Exemplary affiliate...</i>
<b>Activity Cont'd</b>	<ul style="list-style-type: none"> <li>· Has an executive director</li> <li>· Develops an annual budget and financial report.</li> <li>· Aligns affiliate constitution with ASCD's Constitution by               <ul style="list-style-type: none"> <li>- Participating in ASCD capacity-building activities.</li> <li>- Develops a vision and mission that is aligned with ASCD</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Engages an executive director by               <ul style="list-style-type: none"> <li>- Defining job roles and goals for the executive director</li> <li>- Annually evaluating executive director</li> <li>- Redefines executive director role as necessary</li> </ul> </li> <li>· Uses responsible budget, accounting, and reporting processes by               <ul style="list-style-type: none"> <li>- Annually conducting a financial review or audit.</li> <li>- Planning for financial reserves.</li> </ul> </li> <li>· Develops a mutually beneficial partnership plan with ASCD annually by               <ul style="list-style-type: none"> <li>- Working with integrity and high standards of ethics.</li> <li>- Promoting opportunities to participate in the ASCD community.</li> <li>- Being actively involved in ASCD position development.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Develops and implements leadership and governance plans that reflect the evolving role of the affiliate as it seeks to improve services.</li> <li>· Develops and implements a succession plan to ensure the smooth transition of leadership.</li> <li>· Aligns budget with strategic plan by having adequate financial reserves.</li> <li>· Advances the vision and achievement of the mission of the affiliate and the ASCD community.</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>· Has minimal diversity and growth.</li> <li>· Is establishing policies and processes that will prepare for future capacity building.</li> <li>· Represents an ASCD presence at the local level.</li> </ul>	<ul style="list-style-type: none"> <li>· Has diversity that is proportional to the population it serves.</li> <li>· Is a well-functioning organization that builds capacity for future growth.</li> <li>· Has leaders who show evidence of active involvement with ASCD.</li> </ul>	<ul style="list-style-type: none"> <li>· Has a rich diversity of backgrounds, experiences and ideas.</li> <li>· Has a board that focuses on affiliate policies and processes that build capacity in order to achieve the mission and vision of the affiliate.</li> <li>· Has a respected leadership that is active with ASCD Leadership Council and other opportunities.</li> <li>· Has evidence of               <ul style="list-style-type: none"> <li>- Increasing membership retention &amp; renewal.</li> <li>- Having energized and effective leadership.</li> <li>- Being financially secure.</li> <li>- Increasing of members involved in affiliate</li> <li>- Increasing the number of members who desire leadership and affiliate development roles.</li> </ul> </li> </ul>

<p><b>Active Collaboration within the ASCD Community</b></p>	<ul style="list-style-type: none"> <li>- Brings affiliate perspectives to ASCD governance.</li> <li>· Occasionally contributes to a pool of candidates for offices, committees, and other ASCD leadership roles by appointing appropriate Leadership Council representatives.</li> <li>· Maintains ASCD’s credibility and visibility in the state, province, or country.</li> </ul>	<ul style="list-style-type: none"> <li>· Shows evidence of a reciprocal relationship with ASCD by <ul style="list-style-type: none"> <li>- Increasing participation in the ASCD community.</li> <li>- Enhancing communication within the ASCD community.</li> </ul> </li> <li>· Contributes to a well-qualified and diverse pool of candidates for offices, committees, and other ASCD leadership roles by <ul style="list-style-type: none"> <li>- Establishing qualifications for Leadership Council representatives.</li> <li>- Leadership Council representatives attend all Leadership Council meetings.</li> <li>- Reports activities of the Leadership Council to the affiliate.</li> </ul> </li> <li>· Builds ASCD’s credibility and visibility in the state, province, or country.</li> </ul>	<ul style="list-style-type: none"> <li>· Shows evidence of a reciprocal partnership with ASCD by mentoring other struggling groups.</li> <li>· Ensures a well-qualified and diverse pool of candidates for ASCD community roles by <ul style="list-style-type: none"> <li>- Informing members of ASCD community opportunities.</li> <li>- Ensuring that Leadership Council representatives are actively involved in all Leadership Council activities.</li> </ul> </li> <li>· Extends the mission of the ASCD community.</li> </ul>
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## Affiliation Agreement

### ASCD AFFILIATES

This is an Agreement made this \_\_\_\_ day of \_\_\_\_\_, 201\_\_, by and between ASCD, a company organized in the Commonwealth of Virginia, with offices located at 1703 North Beauregard Street, Alexandria, VA 22311, and the ASCD Affiliate \_\_\_\_\_ (sometimes referred to herein as the "Affiliate"), located at \_\_\_\_\_, \_\_\_\_\_.

WHEREAS it is recognized that ASCD is a leading nonprofit nonpartisan membership association headquartered in the United States providing expert and innovative solutions in professional development, capacity building, and educational leadership to educators worldwide, and

WHEREAS ASCD sponsors and encourages the establishment and development of ASCD constituent groups some of which are known as and referred to as ASCD Affiliates, and

WHEREAS it is in the best interests of ASCD and \_\_\_\_\_, a recognized ASCD Affiliate, and other ASCD Affiliates to enter into this Agreement, an understanding between ASCD and all Affiliates relating to the terms, responsibilities, benefits, and obligations between ASCD and its Affiliates,

NOW, THEREFORE, it is agreed this \_\_\_\_ day of \_\_\_\_\_, 201\_\_,

1. ASCD recognizes \_\_\_\_\_ as an ASCD Affiliate.
2. ASCD agrees that, to the best of its abilities, ASCD will provide certain resources, including guidance and assistance from ASCD personnel, to the Affiliate so that such Affiliate may best accomplish the goals and requirements set forth in paragraph 3 below.

ASCD will use its best effort to:

- a. Offer professional development opportunities for affiliate leaders.
- b. Offer access to joint dues services.
- c. Promote membership in affiliates.
- d. Foster collaboration, resources sharing, and interaction between affiliate leaders.

3. As an Affiliate of ASCD, \_\_\_\_\_ agrees that it will use its best efforts to:
  - a. Promote the ASCD and affiliate purpose of continued improvement of learning, teaching, and leadership.
  - b. Attempt to improve educational practice and policy through programming, advocacy, and strategic alliances according to ASCD guidelines.
  - c. Organize itself to meet the needs of ASCD members and other educators locally.
  - d. Promote participation in ASCD governance and active engagement in the ASCD community.
  - e. Foster collaboration, resource sharing, and interaction to enhance the vitality and effectiveness of the ASCD community.

4. Recognizing that this Agreement establishes the general obligations and expectations of both ASCD and the Affiliate, it is contemplated that ASCD may add to this agreement a supplement that sets forth detailed terms and conditions relating to a specific undertaking in which both ASCD and the Affiliate agree to be involved.

5. The Affiliate recognizes that ASCD, in its Policies and Protocols relating to Constituent Groups, outlines Affiliate Requirements and Responsibilities. The Affiliate agrees to follow those Policies and Protocols which apply to all Affiliates. The Affiliate acknowledges that ASCD may amend its Constituent Group Policies and Protocols and that such an amendment will be applicable to the Affiliate.

6. To maintain its status, the Affiliate specifically agrees to:
  - a. Carry out its activities consistent with the ASCD Constitution, policies, and protocols.
  - b. Evaluate the impact of its programs and services annually and to provide end of year financial information and records to ASCD. Although ASCD may request additional information, it is intended by and between the parties that the Affiliate will provide ASCD annual gross revenue and expense information.

- c. Operate legally in a financially responsible manner as defined by ASCD protocols and explained by ASCD personnel.
  - d. Prominently advise and communicate that any publication it may create, endorse, and/or publish is not an official publication of ASCD and ensure that any of its publications include a visible statement that its publication does not necessarily reflect the views of ASCD.
  - e. Provide membership lists to ASCD upon request.
  - f. Appoint a paid or volunteer executive director.
7. The Affiliate may contact ASCD Constituent Services with regard to any question, concern, or information needs.
8. ASCD and the Affiliate recognize that circumstances may arise where it is necessary that the Affiliate status of \_\_\_\_\_ may need to be suspended or terminated. While an egregious situation may require a prompt suspension or termination, it is contemplated in the Constituent Groups Policies that any disaffiliation shall be a carefully considered event. Sections 500 of the ASCD Constituent Group Policies and 500 of the ASCD Constituent Group Protocols, as such may be amended from time to time, set forth the standards and procedures by which it is intended that disaffiliation, withdrawal, and termination of Affiliate status shall occur. In the event funds are owed by one party to the other at the time of disaffiliation, withdrawal, or termination of Affiliate status, such funds shall be paid within thirty days of the effective date.
9. ASCD has an interest in protecting its name and reputation. Therefore, Affiliate shall immediately advise ASCD of any claim made, threatened, or noted against either ASCD or Affiliate. ASCD shall have the right to take control of any issue involving an adverse claim made against ASCD or Affiliate. Affiliate agrees to hold harmless and indemnify ASCD, its governing board, officers, employees, representatives, and agents from and against any and all costs, losses, damages, liabilities, expenses, demands and judgments, including court costs and attorney's fees, which may arise out of Affiliate's activities as an ASCD Affiliate, except to the extent such may be caused by the fault or negligence of ASCD.
10. Any notice to either party hereunder must be in writing, signed by the party giving it, and be served either personally or by first-class mail addressed as follows:

**Affiliate Contact Name and Address:**

**ASCD Contact Name and Address:**

Theresa Lewallen  
ASCD Constituent Programs  
1703 N. Beauregard Street  
Alexandria, VA 22311-1714

11. This Agreement constitutes the entire understanding between the parties and can only be amended in a writing signed by each party.

12. This Agreement shall be governed by and construed by the laws of the Commonwealth of Virginia.

IN WITNESS WHEREOF, the authorized representatives of the parties have executed this Agreement on this \_\_\_\_ day of \_\_\_\_\_, 201\_\_.

ASCD

By: \_\_\_\_\_

\_\_\_\_\_, Affiliate

By: \_\_\_\_\_

(Signature and Title) *Executive Director or Treasurer*

By: \_\_\_\_\_

(Signature and Title) *President*

Approved by action of the Board of Directors of

\_\_\_\_\_ (Affiliate) on \_\_\_\_\_ (date)



Biennial Plan for ASCD and Affiliate Work

**Affiliate:** \_\_\_\_\_

We have discussed this plan and agree to its content to promote our common work and support one another in achieving our goals.  
 This plan is subject to change based on the needs of the Affiliate and mutual agreement of both signing parties.

Objective	Affiliate Activity	Delivery Date	Resources Request	Outcome Measurement	Completion Date
<i>Ex: create succession plan for affiliate leadership</i>	<i>Establish committee to develop affiliate succession plan</i>	<i>5/18/12</i>	<i>Consultation with ASCD staff and DE ASCD</i>	<i>Plan approved by the affiliate board for implementation</i>	<i>11/16/12</i>

\_\_\_\_\_  
 Affiliate Signature

\_\_\_\_\_  
 ASCD Signature

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Date

## Affiliate Planning Template

**Mission:**

**Vision:**

**Goals :**

<b>Goal 1:</b>		
Strategy	Action	Date
1.		
2.		

<b>Goal 2:</b>		
Strategy	Action	Date
1.		
2.		



<b>Goal 3:</b>		
Strategy	Action	Date
1.		
2.		

## **Constituent Group Policies**

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### **500 Purposes and Responsibilities**

500.1 ASCD constituent groups are diverse, global communities that connect people with common interests and offer them resources on current and compelling concepts about learning and teaching. As integral members of the ASCD community, constituent groups collaborate with one another and with ASCD on meaningful projects and are integrated with all relevant aspects of ASCD's mission and vision.

500.2 The purposes of constituent groups are to

500.2.1 Promote the ASCD purpose of continued improvement of learning, teaching, and leadership worldwide.

500.2.2 Influence educational change through programming, policy advocacy, and strategic alliances.

500.2.3 Provide a structure to meet the needs and concerns of ASCD members and other educators.

500.2.4 Promote participation in ASCD governance and active engagement in the ASCD community.

500.2.5 Foster collaboration, resource sharing, and interaction to enhance the vitality and effectiveness of the ASCD community.

500.3 The general responsibilities of all constituent groups are to

500.3.1 Carry out activities consistent with the ASCD Constitution, Strategic Plan goals, policies, and protocols.

500.3.2 Evaluate the impact of their programs and services annually.

500.3.3 Operate in a financially and legally responsible manner as defined by ASCD protocols.

500.3.4 Communicate, network, and collaborate with other constituent groups and ASCD.

500.3.5 Communicate that constituent group publications are not official publications of ASCD and ensure that constituent group publications include a visible statement that their publications do not necessarily reflect association views.

500.3.6 Make membership lists available to ASCD upon request.

### **502 Affiliates**

502.1 Affiliates are groups of individuals that have chosen to establish an organization consistent with the purposes set forth in Policy 500.2. ASCD and ASCD affiliates are legally separate organizations that work interdependently to advance, enhance, and the ASCD community. Dual membership is not required of any individual. According to the

ASCD Constitution, Article XIV: Affiliation, Section 1, Affiliation is available to a state or province, a group of states or provinces, or country or group of countries for purposes of promoting the association as defined in Article II—Statement of Purpose and Objectives. The Board of Directors shall act on applications for affiliation from all groups. A group requesting affiliation must have purposes, membership requirements, and an ongoing program consistent with that of the association. The Board of Directors shall determine the criteria by which a group is deemed to meet the definition of affiliation and the minimum criteria to continue affiliation. Affiliates are expected to carry out their activities in a manner consistent with the policies and objectives of ASCD and the provisions of the Constitution. An affiliate failing to do so may be disaffiliated by a two-thirds vote of the full membership of the Board of Directors.

502.2 Affiliates are to consist of (1) primarily citizens of the state, province, or country of the affiliate and (2) an adequate number of members to fulfill their purpose (as defined in the ASCD protocols) to justify representation in ASCD governance.

#### **504 Affiliate Responsibilities**

504.1 The affiliate maintains a current constitution, which is consistent with the ASCD Constitution.

504.2 The affiliate and ASCD implement plans annually for working together to support common goals and evaluate progress.

504.3 The affiliate provides regular mechanisms for member participation in affiliate governance.

504.4 The affiliate participates actively in ASCD governance and constituent activities and meetings on an annual basis.

504.5 The affiliate has a strategic plan that correlates with ASCD strategic goals.

504.6 The affiliate strives to have its membership reflect the diversity of educators in its geographic area.

504.7 The affiliate includes “ASCD” in its name and clearly indicates affiliate status with ASCD in its printed material.

#### **506 Requirements to Become an Affiliate**

506.1 The ASCD Board of Directors acts on applications for affiliation.

#### **508 Withdrawal of Affiliate Status**

508.1 The ASCD Board of Directors may withdraw affiliate status by a two-thirds vote.

## **510 Affiliate Reinstatement**

510.1 The ASCD Board of Directors may reinstate affiliate status if an affiliate meets all requirements to become an affiliate (Section 506).

## **512 Professional Interest Communities (PICs)**

512.1 Professional Interest Communities meet the needs of ASCD members for coalescing around discrete topics or issues related to the mission of ASCD. Support for authorized member-organized Professional Interest Communities may include financial assistance or other means of support.

512.2 Groups apply to become an ASCD Professional Interest Community and identify focus, goals, plans, and resources. Professional Interest Communities may be accepted after a review of the submitted materials with respect to feasibility; alignment with ASCD values; plan quality; leadership; group size; diversity, and stature; need and benefit potential; and financial viability. The Deputy Executive Director of Constituent Services acts on applications for new Professional Interest Communities.

## **514 Professional Interest Community Responsibilities**

514.1 The Professional Interest Community designates an individual who is a current ASCD member to be the liaison to ASCD and serve as the facilitator for Professional Interest Community members.

514.2 Professional Interest Community membership is open to all. Potential Professional Interest Community members may not be required to join non-ASCD organizations to become a member or to enjoy the full privileges afforded by the Professional Interest Community. The Professional Interest Community maintains a majority of ASCD members.

514.3 The Professional Interest Community participates actively in constituent activities and meetings on an annual basis.

514.4 Professional Interest Communities may not endorse membership in, products or services of, or position statements by other organizations without prior permission from ASCD.

514.5 The Professional Interest Community includes “ASCD” in its name and clearly indicates Professional Interest Community status with ASCD in its published material.

## **516 Nonsorship of Professional Interest Communities**

516.1 If a Professional Interest Community is deemed to be nonfunctioning or is not fulfilling its responsibilities in a manner consistent with ASCD policies and protocols, sponsorship may be withdrawn.

516.2 If a Professional Interest Community ceases to function, is disbanded, or has its ASCD sponsorship withdrawn, it must return all remaining funds to ASCD.

## **520 Student Chapters**

520.1 Student chapters are college- or university-based groups that apply to become an ASCD student chapter. Chapters are designed to engage students in professional opportunities that bridge preparation and practice and to develop ASCD and the education profession. Student chapters are accepted after a review of required materials including plans with respect to feasibility alignment with ASCD values, leadership, and financial viability. A student is defined as an individual currently registered for at least one course for credit.

520.2 The Deputy Executive Director for Constituent Services acts on applications for new student chapters.

## **521 Student Chapter Responsibilities**

521.1 The chapter is formally recognized as a student organization by an accredited institution that offers programs in education.

521.2 The chapter has an advisor who is the recognized liaison between ASCD and the chapter. The faculty advisor is an ASCD member.

521.3 Membership in the chapter is open to all. All members of the student chapter must be members of ASCD.

521.4 The chapter uses “[School’s Name] ASCD” as its official chapter name and clearly identifies student chapter status with ASCD in its printed material.

521.5 The chapter reports regularly, participates in appropriate activities and meetings, and responds to ASCD requests for feedback and information.

521.6 Chapters may not endorse membership in, products or services of, or position statements by other organizations without prior permission from ASCD.

## **522 Withdrawal of Student Chapter Status**

522.1 If a student chapter is deemed to be nonfunctioning or is not fulfilling its responsibilities in a manner consistent with ASCD policies and protocols, student chapter status may be withdrawn.

## **525 ASCD Connected Communities**

525.1 Connected communities are groups of individuals concerned with improving learning, teaching, and leadership that wish to align with ASCD. The focus and community definition are determined by each group. A connected must be located in an area where there is no existing ASCD affiliate.

525.2 Groups apply to become a connected community and identify focus, goals, plans, and resources. Connected communities may be accepted after a review of the submitted materials with respect to feasibility; alignment with ASCD values; plan quality; leadership; group size, diversity, and stature; need and benefit potential; and financial viability. The Deputy Executive Director for Constituent Services acts on applications for connected communities.

525.3 ASCD and the connected community leaders develop a reciprocal annual agreement that defines the relationship. Annual evaluations determine whether the community will continue with ASCD and identify future areas of focus.

525.4 ASCD connected communities may apply to become affiliates in accordance with the requirements of Policy 506.

### **530 Legislative Committee**

#### 530.1 Role of the President-Elect

The president-elect meets with the Legislative Committee and ASCD policy staff to plan the Legislative Agenda.

#### 530.2 Role of the Board of Directors

The Board of Directors approves the Legislative Agenda based on the recommendation of the president-elect.

#### 530.3 Legislative Committee

The Legislative Committee consists of the president-elect, two members of the Board of Directors appointed by the president, the co-chairs of the Leadership Council Position Development Team, and other members selected by the ASCD policy staff. Members appointed from the Board and those members selected by the ASCD staff will serve three year terms. The president-elect serves for one year.

### **502 Affiliates**

In a geographic region with no affiliate, if two or more groups provide evidence that all specific conditions for affiliation are met, ASCD polls all ASCD members in that state, region, or country to determine by a majority vote which group will be officially recognized as the affiliate.

### **503 Definition of Member Composition**

“Primarily citizens” means that a majority of the affiliate members are citizens of the state, province, or country of the affiliate; an adequate number of ASCD members is defined as 50 members.

### **504 Affiliate Responsibilities**

504.1 The affiliate provides to ASCD a current constitution, in English, which is consistent with the ASCD Constitution.

504.2 The affiliate holds at least one meeting a year of the affiliate membership.

504.3 The affiliate makes available to ASCD, upon request, the affiliate membership list.

504.4 The affiliate provides ASCD with a list of all active officers and ASCD Leadership Council members each year upon request.

504.5 The affiliate provides representation at Leadership Council meetings.

504.6 The affiliate submits, according to schedule, an Affiliate Data Profile to ASCD.

504.7 The affiliate accepts a field visit from ASCD staff or a designated representative. Field visits may be conducted for such purposes as assessing current affiliate status or identifying ways to support the affiliate.

504.8 The affiliate conducts a periodic review of its constitution to ensure consistency with ASCD’s Constitution and to confirm that the manner in which the affiliate governs its affairs is consistent with constitutional mandates.

### **506 Requirements to Become an Affiliate**

506.1 For a group to affiliate with ASCD, a completed application is submitted to Constituent Services. The ASCD Executive Director reviews and recommends applications to the ASCD Board of Directors, which acts on applications for affiliation.

506.2 To affiliate, a group provides evidence that the following conditions have been met:

506.2.1 The affiliate has operated successfully as an ASCD connected community for at least one year.

506.2.2 The group submits a constitution, in English, which is compatible with the ASCD Constitution.

506.2.3 In the group's constitution and in practice, there exists no restriction on membership that requires potential group members to join ASCD or non-ASCD organizations to become a member or enjoy the full privileges afforded by the group. Membership is open to all.

506.2.4 The group includes "ASCD" in its name and clearly indicates group status with ASCD in its printed material.

506.2.5 The group demonstrates a successful record of developing a diverse membership base, providing programs and services to the membership, governing effectively the affairs of the group, being financially viable, and supporting efforts aligned with the stated purposes of constituent groups.

506.2.6 The group submits a business and financial plan that supports viability.

506.2.7 The group accepts a pre-affiliation visit from an ASCD staff member or designated representative. The purpose of this visit is to assess the readiness of the group to become a group, to analyze the community's ability and willingness to support the group's activity, and to meet with the governing group to apprise them of their responsibilities and the conditions to maintain affiliation with ASCD.

## **508 Withdrawal of Affiliate Status**

508.1 The following procedure will be employed:

508.1.1 A written notice is sent to the affiliate president, if known, by the ASCD Executive Director or designee to outline concerns.

508.1.2 If the concerns are not acknowledged by the affiliate, the ASCD president may appoint an investigation committee of three persons to address concerns. No member of the ASCD Board of Directors or ASCD staff may be a member of the committee.

508.1.3 If the concerns are validated by the affiliate or if the investigating committee finds them to be accurate, the affiliate may request a period of one year to make necessary adjustments. During that year, the affiliate in question develops an action plan in concert with ASCD and is placed on probationary status without loss of rights.

508.1.4 If probationary status is not requested by the affiliate president or if practices are not made consistent with the conditions to maintain affiliation, disaffiliation is recommended by the ASCD Executive Director or designee to the ASCD Board of Directors.



## **510 Affiliate Reinstatement**

510.1 Reaffiliation may occur if an affiliate demonstrates full adherence to all requirements and responsibilities.

## **512 Professional Interest Community Program Requirements**

512.1 Proposals to form a Professional Interest Community are reviewed by staff with respect to the criteria listed in policy 512.2. Individuals or groups submitting a Professional Interest Community proposal are notified, in writing, of the decision. All decisions for acceptance or rejection of a proposal are final.

512.2 To form a Professional Interest Community, an individual or group must provide evidence that the following conditions have been met:

- The purposes and goals of the Professional Interest Community are consistent with ASCD's.
- In the Professional Interest Community's intent, there exists no restriction on membership that requires potential network members to join non-ASCD organizations to become a member or enjoy the full privileges afforded by the Professional Interest Community. Membership is open to all.
- The Professional Interest Community designates an individual who is a current ASCD member to be the liaison to ASCD and serve as the facilitator for Professional Interest Community members.
- The Professional Interest Community submits a list of interested individuals who assist in the development of the Professional Interest Community.

## **514 Professional Interest Community Responsibilities**

514.1 The Professional Interest Community submits an annual report, according to schedule, to ASCD, demonstrating that Professional Interest Community funds are managed in accordance with accepted fiscal policies.

514.2 Professional Interest Community membership must be open to all. Potential Professional Interest Community members are not required to join non-ASCD organizations in order to become members or enjoy the full privileges afforded by the Professional Interest Community.

514.3 The Professional Interest Community submits an annual membership list to ASCD.

514.4 The Professional Interest Community encourages the active participation of Professional Interest Community members in the governance of the Professional Interest Community.

514.5 The Professional Interest Community sends one copy of each Professional Interest Community publication to the Constituent Services office.

514.6 The Professional Interest Community has the opportunity to conduct a Professional Interest Community forum or session at Annual Conference.

514.7 The Professional Interest Community provides representation at an annual Professional Interest Community facilitators' meeting.

514.8 Professional Interest Communities may not endorse membership in, products or services of, or position statements by other organizations without prior permission from ASCD.

514.9 Professional Interest Communities may assess service fees as a condition of membership in the Professional Interest Community up to a maximum amount established by ASCD.

## **515 Professional Interest Community Endorsement of Activities by Other Organizations**

515.1 Professional Interest Communities may provide unbiased, impartial information about a non- Professional Interest Community activity; this is not considered to be sponsorship or endorsement.

515.2 Professional Interest Communities may sponsor or endorse (i.e., speak in support of) activities such as meetings and conferences of non- Professional Interest Community groups if the following conditions have been met:

515.2.1 The Professional Interest Community facilitator consults with ASCD on all such endorsements and sponsorships in advance of agreeing to such support.

515.2.1 The Professional Interest Community receives a written request from the group or individual desiring Professional Interest Community endorsement.

515.2.3 The Professional Interest Community has adopted policies for reviewing and making decisions about such requests that include provision for consulting with Professional Interest Community leadership prior to making a decision, criteria by which the decision will be made, and provision for informing the membership.

515.2.4 The purpose of the non- Professional Interest Community activity is consistent with the purpose of the Professional Interest Community.

515.2.5 The purpose of the non- Professional Interest Community activity is educational, not commercial.

## **516 Withdrawal of Professional Interest Community Sponsorship**

516.1 A Professional Interest Community deemed as nonfunctioning or not fulfilling its responsibilities consistent with association policies and protocols receives a written notice from ASCD outlining concerns. If concerns are not acknowledged and addressed

by the Professional Interest Community facilitator within a time prescribed by ASCD, sponsorship is withdrawn.

## **517 Additional Protocols**

517.1 Professional Interest Community may use annual support funds from ASCD, when requested and awarded, to enhance and facilitate communication and participation among Professional Interest Community members and potential members. Appropriate uses of these funds include such activities as publication and mailing of a newsletter, creation of an electronic presence on the Internet, and maintenance of a Professional Interest Community Web site. The Professional Interest Community may offer a reasonable stipend to individuals for services rendered to the Professional Interest Community. The Professional Interest Community may not pay the network facilitator a salary from ASCD's funds. If a Professional Interest Community ceases to function, is disbanded, or has its association sponsorship withdrawn, it must return all remaining funds to ASCD.

## **518 Professional Interest Community Reinstatement**

Professional Interest Community reinstatement may occur if a Professional Interest Community demonstrates full adherence to all requirements and responsibilities.

## **520 Student Chapters**

### **520.1 Requirements to Become a Student Chapter**

520.1.1 For a group to form a student chapter with ASCD, a completed application is submitted to Constituent Services, including

- a constitution or operational procedures document compatible with the ASCD Constitution and ASCD student chapter policies.
- plans indicating that the student chapter is organized for professional development of its student members and will be financially sound.
- evidence that the student chapter is formally recognized as a student organization by an accredited institution that offers programs in education.
- an advisor who is the recognized liaison between ASCD and the student chapter.

## **521 Student Chapter Responsibilities**

521.1 If there are substantial changes in operation, the student chapter provides ASCD with a revised constitution or operational procedures document.

521.2 The student chapter holds at least one meeting a year of the student chapter membership.

521.3 The student chapter makes available to ASCD one revision each year of the student chapter membership list.

521.4 The student chapter submits, according to schedule, an annual report to ASCD.

521.5 The student chapter notifies ASCD if the faculty advisor is replaced.

## **522 Withdrawal of Student Chapter Sponsorship**

522.1 Student chapter status may be withdrawn in accordance with ASCD policies and protocols.

522.2 The following procedure is used if ASCD is contemplating withdrawal of student chapter status:

- A written notice is sent to the advisor to outline concerns and actions required to continue as a student chapter. If there is no current advisor, the notice may be sent to an appropriate administrator of the accredited institution that sponsors the student chapter. This notice will inform the advisor or the institution that failure to respond in a timely manner will result in withdrawal of student chapter status.
- If the concerns or required actions are acknowledged by the advisor or the institution, the student chapter in question may request a period of one year to make necessary adjustments. During that year, the student chapter in question develops an action plan in concert with ASCD. The student chapter is on probationary status without loss of rights during that period.
- If probationary status is not requested by the student chapter faculty advisor or if practices are not made consistent with the conditions to maintain student chapter status, forfeiture of status is recommended. ASCD notifies the student chapter faculty advisor, college or university administration, and student chapter officers.

## **523 Student Chapter Reinstatement**

523.1 Reinstatement may occur if a student chapter demonstrates full adherence to all requirements and responsibilities outlined in the above protocols, as well as successful completion of the one-year action plan (see protocol 522.2).

## **524 Other Student Chapter Protocols**

524.1 Student chapter publications are not official publications of ASCD but are expected to operate in accordance with the mission and beliefs of ASCD. All publications must clearly indicate student chapter status with ASCD.

## **525 ASCD Connected Communities**

525.1 Applications to become an ASCD Connected Community are submitted to Constituent Services. The organizing group of a connected community consists of at least three ASCD members.

525.2 A cross-organizational team of ASCD staff reviews submitted materials with respect to feasibility, alignment with ASCD values, plan quality, leadership, group size, diversity, stature, need and benefit potential, and financial viability. A draft annual agreement is prepared with the connected community organizers.

525.3 Decisions about accepting the connected community are made by the ASCD Executive Director.

525.4 Each connected community is evaluated annually and considered for continuation. Continuation is based on ASCD determining the goals outlined in the action plan. If these goals are met, a new annual agreement is prepared.

## **530.1 Role of the President-Elect**

530.1.1 The President-Elect serves as chairperson of the Legislative Committee.

## **530.2 Role of the Board of Directors**

530.2.1 Consideration and approval of the Legislative Agenda may occur through the use of conference calls and electronic voting and requires the participation of a quorum of Board members.

## **530.3 Legislative Committee**

530.3.1 The committee is limited to no more than eighteen individuals and not less than fifteen.

530.3.2 A year's service on the committee begins on September 1 and continues for an entire year concluding on the following August 31.

530.3.3 If a non-Board appointed member is unable to complete the full three-year term, ASCD policy staff may appoint a replacement to fulfill the remainder of the term. Similarly, the president may appoint a Board member to complete the term of another Board-appointed committee member who is unable to serve.

### Copyright and Permissions Basics

#### 1. What is copyright?

Copyright is the legal protection granted to authors of original works that are fixed in a tangible medium, whether published or unpublished, including literary, dramatic, musical, and artistic works. This protection, which varies by country, gives the owner of copyright (and others authorized by the owner) the following five basic copyrights

- To reproduce copies of all or part of the work
- To prepare derivative works based upon the work
- To distribute copies of the work to the public
- To perform the work publicly (literary, musical, dramatic, choreographic works, pantomimes, motion pictures, and other audiovisual works)
- To display the work publicly (literary, musical, dramatic, choreographed works, pantomimes, and pictorial, graphic, or sculptural works, including images from a motion picture or other audiovisual work)

#### 2. What is permission?

Permission authorizes someone other than the copyright owner to exercise any combination of the five basic rights in a work, in whole or in part, protected by copyright law.

These would include

- Photocopying an entire work or excerpts of one
- Posting excerpts of a work on a Web site, including portions in another publication
- Performing music or a film in public
- Distributing copies of a work, in whole or in part
- Translating a book
- Displaying a film
- Broadcasting or transmitting a film from a Web server, cable, or satellite

#### 3. What is fair use?

Under U.S. Copyright Law, fair use permits, in limited situations, the use of portions of a copyrighted work without the copyright owner's permission, specifically for purposes of

criticism, comment, news reporting, teaching, scholarship, or research. There are four factors that are taken into consideration when determining such exclusion to seeking permission

1. The purpose and character of the use (including whether such use is of a commercial nature or for nonprofit educational purposes)
2. The nature of the copyrighted work (fact vs. fiction)
3. The amount and substantiality of the portion used in relation to the copyrighted work as a whole
4. The effect of the use upon the potential market for or value of the copyrighted work

#### **4. How do I determine if the material I wish to use is still copyrighted, or might be in the public domain?**

Generally, works published in the United States after January 1, 1923, are protected by copyright with the length of protection dependent on a number of factors, including the time the work was created, the publication history of the work, the life span of the author, and if the work was created as a "work made-for-hire." Works created by the federal government or published before 1923 are most likely in the public domain.

For more information about copyright duration and public domain status of federal government works, see the [U.S. Copyright Office's FAQs](#).

#### **5. Are out-of-print books and articles no longer protected by copyright?**

No. All ASCD publications are still protected by copyright, regardless of publication status. In some cases, the rights revert back to the author when a book is no longer in print. If a product is out-of-print but ASCD retains the rights, you must still obtain permission to use excerpts and reproduce copies. In some cases, we may also grant permission to reproduce entire products currently out-of-print. Contact ASCD with your request using the appropriate [online request form](#) and we will let you know the current rights status of the publication.

#### **6. How do I determine who owns the copyright?**

First, check the copyright notice included with articles, journals, and books, as well as any acknowledgements or sources indicated for specific illustrations, figures, and images. If you have a copy of a work or excerpts that do not contain a citation or copyright notice, e-mail [ASCD's Rights & Permissions Department](#).

## **7. If ASCD doesn't hold the copyright, how do I find the owner?**

Material included in publications that is not owned or controlled by ASCD is indicated in the form of a credit, separate copyright notice, or acknowledgement. Permission for further use of such content must be secured from the original rights holder indicated. The U.S. Copyright Office also maintains records of registered works by author and title that are searchable online or available by contacting the Library of Congress.

## **8. Are there any Web sites with additional general copyright information?**

Visit the [U.S. Copyright Office](#) or [Copyright Clearance Center](#) Web site to learn more about copyright basics.

## **Obtaining Permission to Use ASCD Products**

Print Publications (Books, Journal Articles, Action Tool Guides, Facilitator's Guides, Newsletters)

## **9. How do I obtain permission to photocopy pages from an ASCD print publication?**

[Copyright Clearance Center](#) handles permission requests to photocopy and distribute excerpts of all ASCD print materials (e.g., books, journal articles, facilitator's guides, action tools) and printouts of ASCD electronic publications (e.g., Web pages, e-newsletters, screen grabs). For faster service, submit your requests online at [www.copyright.com](http://www.copyright.com) or contact:

Copyright Clearance Center  
222 Rosewood Drive  
Danvers, MA 01923 USA  
Phone: 1-978-750-8400  
Fax: 1-978-646-8600

## **10. How do I obtain permission to make ASCD print publications available in electronic format on an intranet, through e-mail, or on my Web pages?**

To request permission to post or distribute ASCD content electronically on your intranet or through e-mail, submit your request to [Copyright Clearance Center](#). Note that electronic access permission is only granted for use on secure, password protected Web pages and limited e-mail distributions.

## **11. How do I request a digital version of a print publication for students with disabilities requiring alternative text formats?**

Submit your request in writing to [Rights and Permissions](#).



**12. How do I obtain reprint permission to include ASCD content in another publication?**

Complete the online [Request to Reprint](#) form. Completed forms may also be faxed to 1-703-575-3926 or mailed to:

ASCD Rights & Permissions  
1703 N. Beauregard Street  
Alexandria, VA 22311-1714 USA

Note that filling out the form in its entirety will result in faster service and incomplete forms may delay the processing of your request.

**13. How do I obtain permission to include ASCD content in my dissertation or thesis?**

Submit your request using the [Request to Reprint](#) form. Explain your use in the "Purpose of Publication" section of the form and specify if you require permission for both print and electronic format.

**14. Does ASCD grant permission to duplicate entire out-of-print books for academic purposes?**

Yes. Submit your request using the [Request to Reprint](#) form. Explain that your use is for academic purposes and include the course title and educational institution information in the "Purpose of Publication" section of the form.

**15. As an ASCD author, may I reuse my published material?**

Yes. However, requests must be submitted in writing using the [Request to Reprint](#) form. Permission will not be withheld unreasonably. Authors are not required to pay a fee for personal use of their own work.

Web-Based Products (Web pages, Action Tools, E-Newsletters, ASCD SmartBrief)

**16. Do I need permission to reuse content from the ASCD Web site?**

Yes. All material contained on ASCD Web pages is protected by copyright. Requests must be submitted in writing using the appropriate [online request form](#). If ASCD does not control rights in the content, as is the case for some images, illustrations, and journal articles, we will provide you with an explanation and the right holder's contact information.

**17. May I link to ASCD Web pages without obtaining permission?**

Yes. You may link to any ASCD Web page from your site. However, you may not use ASCD logos, mastheads, or trademarks on your site without obtaining prior written authorization from ASCD. Also, you may not post PDF reproductions of ASCD Web pages without prior written authorization.

**18. How do I request permission to use content from *ASCD SmartBrief*?**

Submit your request to [ASCD SmartBrief](#), or call 1-202-737-5500.

Audio and Film Products (Duplicating, Streaming, or Broadcasting)

**19. Does ASCD grant permission to duplicate audio and film products?**

ASCD grants duplication and reformat rights only if the product is not available for purchase from the ASCD Online Store and you are duplicating the entire product. (ASCD does not license audio or film clips for use in other productions.)

If your needs match these standards, submit your request using the [Request to Duplicate Audio or Film](#) form.

**20. Does ASCD grant permission to transfer purchased audio and film products from one format to another?**

In most cases, no. However, if the ASCD product is not available from the ASCD Online Store in the format you require, you may submit your request to reformat your copy using the [Request to Duplicate Audio or Film](#) form. Make sure you specify the reason for your request (e.g., equipment upgrade, archival purposes).

**21. Does ASCD grant permission to stream or broadcast audio or film products?**

Yes. Submit your request using the [Request to Transmit](#) form. ASCD will be available to assist you if you require a third-party server to stream our products.

**22. Does ASCD grant permission to use audio or film clips in another production?**

No. ASCD does not currently license clips of audio or film products for use in another production or for video streaming purposes. Video streaming licenses are issued for entire products only. If you have questions about a proposed use, e-mail [ASCD's Rights & Permissions Department](#).

**23. Does ASCD provide copies of out-of-print audio and film products upon request?**

No. ASCD does not currently loan copies of out-of-print audio and film products for duplication purposes.

## Translating ASCD Publications and Products

### **24. How do I obtain permission to translate an entire ASCD publication or multimedia product into another language for sale outside the United States?**

ASCD welcomes foreign rights inquiries from publishing companies or agencies. Please submit translation requests to [ASCD Translations](#).

### **25. How do I obtain permission to translate an excerpt from an ASCD publication?**

Submit your request using the [Request to Translate](#) form.

### **26. What if the permission I require is not addressed in the FAQ?**

If for any reason you have questions or require permission not addressed in the FAQ, please contact the Rights & Permissions Department in one of the following ways

E-mail: [ASCD Rights & Permissions](#)

Phone: 1-703-575-5749 or 1-800-933-2723, press 3

Fax: 1-703-575-3926

Mail: ASCD Rights & Permissions

1703 N. Beauregard Street

Alexandria, VA 22311-1714 USA

## General Questions About Permission Requests

### **27. How long will it take to obtain permission?**

Due to the varied nature of the requests ASCD receives, we cannot guarantee a specific turnaround time. Submitting your requests to [Copyright Clearance Center](#) or using our [online request forms](#) will result in faster service. We make every effort to accommodate deadlines specified in requests. For follow-up inquiries or for further information, send an e-mail to [ASCD's Rights and Permissions Department](#), or call 1-800-933-2723, press 3.

### **28. Do I need permission from the author(s) as well as from the publisher?**

In most instances, no. If an author has retained rights to the requested content, we will advise you and provide author contact information if it's available.

### 29. For what reasons might ASCD deny permission?

Some of the reasons your permission request may be denied include

- The book is out of print and the rights have reverted to the author or another copyright owner.
- The author of a journal article or the copyright owner of a book retained the rights you are requesting. After receiving your request, we will advise you if you must seek permission from another source.
- Material such as figures, illustrations, excerpts, and images is credited to another source. ASCD does not have the right to grant permission for material that we only obtained one-time rights to include in our publication.
- ASCD does not grant third parties the right to post ASCD content on other Web sites available to the general public.
- ASCD does not grant permission to include video clips in third party audio or film products or for public speaking engagements for profit.
- ASCD does not grant permission to duplicate products available for purchase from the ASCD Online Store.

### 30. Do I need to request permission each time I want to use ASCD content?

Yes. ASCD grants permission for one-time use only and requires you make a request each time you wish to duplicate excerpts from book, audio, or film products, and Web content.

However, ASCD does permit readers to duplicate a limited number of copies from the below periodicals free of charge, provided that:

1. Copies are distributed **free of charge** beyond the cost of duplication
2. Each copy includes a **full citation** of the source

<b>Publication</b>	<b>Free use without written permission</b>
<i>Educational Leadership</i>	Up to 50 copies of up to 3 articles from a single issue
<i>ASCD Express</i>	Up to 100 copies of one article from a single issue
<i>Education Update</i>	Up to 100 copies of one article from a single issue
<i>Policy Priorities</i>	Up to 100 copies of one article from a single issue

This authorization does not include articles, illustrations, graphics, or photographs not copyrighted by ASCD. Check the citation and copyright notice printed in the issue.

**31. Do I need to request permission if I do not reprint ASCD content exactly as it is originally published?**

Yes. In this instance your use would be an adaptation and you must obtain ASCD's permission, as the copyright owner of the original work, to create a derivative work.

**32. Do I need to request permission if I'm using a small portion or paraphrasing ASCD content?**

In some cases, no. Permission may not be necessary for quotes or paraphrasing small portions of ASCD content, if they meet the fair use criteria indicated above.

However, all borrowed material must still be sourced to ASCD. When in doubt, you should always seek permission first.

**33. Is there a limit to the amount of material I may request to use?**

Yes. As a matter of policy, ASCD does not grant permission to duplicate entire books, journal editions, or audio or film products available for purchase through the ASCD Online Store.

For excerpts, we do not allow photocopying or reprinting of more than 10 percent of any in-print book or more than three articles from any one journal issue. You may be given permission to copy greater percentages of out-of-print publications.

**34. What are the differences between reprinting, republishing, photocopying, and purchasing reprints?**

Reprinting and republishing refer to the right to include content in another publication or new collective work such as books, professional journals, newsletters, newspapers, and CD-ROMs. Submit requests to ASCD using the appropriate online request form.

Photocopying rights are granted to requestors who are seeking permission to make their own copies of journal articles and publication excerpts for teaching, professional development, internal uses, or other uses. These requests, for both academic and nonacademic uses, are handled by Copyright Clearance Center.

Reprints refer to copies of individual articles that can be purchased in large quantities. Reprints of *Educational Leadership* articles are available, with a minimum order of 500 copies, through The Reprint Outsource. Contact our representative, Betsy White, at

The Reprint Outsource  
1525 Oregon Pike, Suite 1202A  
Lancaster, PA 17601 USA  
E-mail: [bwhite@reprintoutsource.com](mailto:bwhite@reprintoutsource.com)  
Phone: 1-717-394-7350  
Fax: 1-717-394-7358

## Licensing and Invoicing

### 35. How do I obtain a license?

Upon receipt of your permission request, ASCD will advise you if your request will be granted and the fee for its use. All permissions are granted in writing with an invoice to follow by mail under separate cover.

The best method of communication is e-mail, so make sure your request includes complete contact information (e-mail address, phone, fax, and mailing address). Also specify if you have a preferred method of contact.

### 36. How long is a license valid?

All licenses are issued for a specific one-time use, as indicated in the written license you will receive. For photocopying, permission is limited to a one-time printing in the amount requested.

Electronic rights are generally granted for a one-year term and video streaming licenses are issued with unlimited use for up to three years.

All terms and conditions are negotiable, so be as specific as possible in your initial request to ensure that all rights and the term of the license are adequate for your proposed use.

### 37. When is payment due?

Licensing fees are due within 30 days of your receiving the invoice by mail. If your publication is delayed or processing payment will take longer, contact [ASCD's Rights & Permissions Department](#).

## Obtaining and Purchasing ASCD Products

### 38. Do you provide complimentary copies of journal articles upon request?

No. ASCD does not provide free copies of articles to nonmembers. If you are an ASCD member, sign in to access all publications available at your membership level.

ASCD does make a few articles from each issue of a publication available online for public access. On the Table of Contents page for each issue, look for the "Read the Article" link under a title to access the content. Otherwise, nonmembers may purchase individual articles by clicking on the "Buy the Article" link under the other titles. The price to view or print a full article is \$3.

However, if you consider sharing or disseminating the material accessed with your membership or obtained free on the Web site, you still must seek permission where

appropriate. Visit the [Obtaining Permission to Use ASCD Products](#) section of the FAQ if you are not sure if you need to seek permission for your intended use.

**39. Do you provide complimentary copies of books for personal use upon request?**

In most cases, no. However, we do provide desk copies to professors and to education publishers and reviewers for promotional purposes. Call the Service Center at 1-703-578-9600 or toll-free at 1-800-933-ASCD for more information.

**40. Can I purchase additional copies of *Educational Leadership*?**

Yes. They are available for \$7 per issue. Visit the ASCD Online Store, or call the Service Center at 1-703-578-9600 or toll-free at 1-800-933-ASCD.

**41. Can I purchase glossy reprints of a single *Educational Leadership* article in bulk?**

Yes. But there is a minimum required for orders. Contact [Betsy White](#) at The Reprint Outsource for additional information and questions.

**Use of the ASCD Logo**

**42. Does my affiliate need permission to use the ASCD logo?**

Although the ASCD logo is incorporated into affiliate logos, affiliates may not use the ASCD logo separately without first contacting ASCD for permission.

**43. So the only time an affiliate may use the ASCD logo is in conjunction with the affiliate name?**

Yes. The current ASCD logo must be used. For example:



If you have questions about a non-ASCD copyright issue that could affect the legal liability of your affiliate, you should contact a copyright lawyer.

## **Sample Executive Director Job Description – Compensated**

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The *(affiliate name)* Executive Director serves at the pleasure of the *(affiliate name)* Board to assist the *(affiliate name)* President and *(affiliate name)* Board in implementing the policies and procedures of *(affiliate name)*, an affiliate of ASCD. The Executive Director serves as an ex-officio, non-voting member of the Board, and is accountable to the Board, and should report to the Board monthly and annually on the status of implementation of Board directives.

Services of the *(affiliate name)* Executive Director are on an annually contracted basis at a rate set by the *(affiliate name)* Board. Operational expenses are provided for the office including a budget for supplies and communications. Support for travel of the Executive Director on behalf of the affiliate is also provided in the annual budget. The term of Executive Director is from \_\_\_\_\_ to \_\_\_\_\_ renewable annually. The base of operation and official address of *(affiliate name)* shall be that of the Executive Director.

### **Qualifications:**

The *(affiliate name)* Executive Director is required to possess active membership in ASCD and *(affiliate name)*, one or more graduate degree(s), administrative experience, information technology skills pertinent to the responsibilities of the position, communication and organization skills, and a commitment to *(affiliate name)*.

### **General duties:**

- Serve as ex-officio non-voting member at Board and Executive Council meetings.
- Prepare the *(affiliate name)* Affiliate Data Profile annual report for ASCD.
- Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President.
- Assist the President in scheduling Board meetings and preparing agenda.
- Maintain archive of affiliate records and communications.
- Oversee planning, conduct and verification of affiliate elections.
- Perform any other functions appropriate to the office of the Executive Director, which may be assigned by the Board or through the President.

### **Communications:**

- Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.
- Promote collaboration with other ASCD affiliates and communities.
- Serve as the liaison with state and provincial government education agencies, as well as state-level professional education associations.
- Serve as the official correspondent for the affiliate.
- Prepare and mail any correspondence as directed by the President.



- Oversee all affiliate publications and monitors the affiliate online presence.
- Recruit and provide training for staff and/or volunteers who support publications.
- Review the preparation, processing, publishing, and distribution of affiliate publications.
- Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate's permanent file.

**Programs:**

- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.
- Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.

**Membership:**

- Coordinate membership activities with the Board and designated committees.
- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate's geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the Board.

**Finance:**

- Assist the President in preparing the proposed annual budget of (*affiliate name*) for the Board to consider annually.
- Monitor the budget and work with the treasurer of the affiliate in preparing and presenting financial reports.
- Request, receive and process joint dues funds from ASCD.

- Receive funds of the affiliate for immediate deposit in the affiliate's bank account.
- Serve as a second signature on affiliate banking transactions.
- Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the work of the bookkeeper.
- Oversee preparation of the affiliate's tax report to the IRS.
- Assist in the annual financial audit as directed by the Board.

**Evaluation:**

- The job description of the Executive Director shall be the basis for evaluation by the president-elect, president and past-president, and will be presented on an annual basis in a report to the Board.
- Annual evaluation of the Executive Director shall include the opportunity for him/her to include a narrative of accomplishments in each of the above job categories.
- Any areas of Executive Director performance in need of improvement must include clear, concrete, concise, measurable steps s/he can take to demonstrate improvement in the coming year.

The job description of the Executive Director will be reviewed by the Board annually. Revisions must be approved by the Board as prescribed by the bylaws of (*affiliate name*) ASCD.

## Sample Executive Director Job Description – Non-Compensated

---

The *(affiliate name)* Executive Director serves at the pleasure of the *(affiliate name)* Board to assist the *(affiliate name)* President and *(affiliate name)* Board in implementing the policies and procedures of *(affiliate name)*, an affiliate of ASCD. The Executive Director serves as an ex-officio, non-voting member of the Board, and is accountable to the Board, and should report to the Board monthly and annually on the status of implementation of Board directives.

Services of the *(affiliate name)* Executive Director are on an annually contracted basis. Operational expenses are provided for the office including a budget for supplies and communications. Support for travel of the Executive Director on behalf of the affiliate is also provided in the annual budget. The term of Executive Director is from \_\_\_\_\_ to \_\_\_\_\_ renewable annually. The base of operation and official address of *(affiliate name)* shall be that of the Executive Director.

### **Qualifications:**

The *(affiliate name)* Executive Director is required to possess active membership in ASCD and *(affiliate name)*, one or more graduate degree(s), administrative experience, information technology skills pertinent to the responsibilities of the position, communication and organization skills, and a commitment to *(affiliate name)*.

### **General duties:**

- Serve as ex-officio non-voting member at Board and Executive Council meetings.
- Prepare the *(affiliate name)* Affiliate Data Profile annual report for ASCD.
- Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President.
- Assist the President in scheduling Board meetings and preparing agenda.
- Maintain archive of affiliate records and communications.
- Oversee planning, conduct and verification of affiliate elections.
- Perform any other functions appropriate to the office of the Executive Director, which may be assigned by the Board or through the President.

### **Communications:**

- Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.
- Promote collaboration with other ASCD affiliates and communities.
- Serve as the liaison with state and provincial government education agencies, as well as state-level professional education associations.
- Serve as the official correspondent for the affiliate.
- Prepare and mail any correspondence as directed by the President.

- Oversee all affiliate publications and monitors the affiliate online presence.
- Recruit and provide training for staff and/or volunteers who support publications.
- Review the preparation, processing, publishing, and distribution of affiliate publications.
- Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate's permanent file.

**Programs:**

- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.
- Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.

**Membership:**

- Coordinate membership activities with the Board and designated committees.
- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate's geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the Board.

**Finance:**

- Assist the President in preparing the proposed annual budget of (*affiliate name*) for the Board to consider annually.
- Monitor the budget and work with the treasurer of the affiliate in preparing and presenting financial reports.
- Request, receive and process joint dues funds from ASCD.

- Receive funds of the affiliate for immediate deposit in the affiliate’s bank account.
- Serve as a second signature on affiliate banking transactions.
- Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the work of the bookkeeper.
- Oversee preparation of the affiliate’s tax report to the IRS.
- Assist in the annual financial audit as directed by the Board.

**Evaluation:**

- The job description of the Executive Director shall be the basis for evaluation by the president-elect, president and past-president, and will be presented on an annual basis in a report to the Board.
- Annual evaluation of the Executive Director shall include the opportunity for him/her to include a narrative of accomplishments in each of the above job categories.
- Any areas of Executive Director performance in need of improvement must include clear, concrete, concise, measurable steps s/he can take to demonstrate improvement in the coming year.

The job description of the Executive Director will be reviewed by the Board annually. Revisions must be approved by the Board as prescribed by the bylaws of (*affiliate name*) ASCD.

**AFFILIATE EXECUTIVE DIRECTOR EMPLOYMENT AGREEMENT**

**THIS EMPLOYMENT AGREEMENT** (the “Agreement”) is made effective as of \_\_\_\_\_ (the “Effective Date”), by and between \_\_\_\_\_ ASCD, an affiliate of ASCD (the “Affiliate”), with its principal place of business at \_\_\_\_\_, and \_\_\_\_\_ (the “Executive Director”), whose principal residence is \_\_\_\_\_.

**WHEREAS**, the Board of Directors of the Affiliate (the “Board”) have collectively approved the appointment and employment of the Executive Director to manage day-to-day operations of the Affiliate;

**WHEREAS**, the Executive Director desires to serve in this role on behalf of the Affiliate; and

**WHEREAS**, the parties wish to set forth the terms and conditions of such engagement and service.

**NOW, THEREFORE**, in consideration of the employment of the Executive Director by the Affiliate and the mutual agreements hereinafter set forth, the receipt, adequacy and sufficiency of which are hereby acknowledged, the parties hereby agree as follows:

**1. Terms of Employment; Authority and Responsibilities.**

**(a)** The Affiliate hereby employs the Executive Director of the Affiliate, and the Executive Director accepts such employment by the Affiliate subject to the terms and conditions of this Agreement.

**(b)** In his/her capacity as Executive Director of the Affiliate, the Executive Director shall perform all of the duties and have all of the obligations as may be provided and determined in the Articles of Incorporation and Bylaws of the Affiliate, as the same may be amended from time to time, and as may be determined by the Board, as well as those duties listed below. Throughout his/her employment, the Executive Director shall devote time, energy and skill to the performance of the duties of the Affiliate (except as otherwise provided for herein), and faithfully and industriously perform such duties, and shall diligently follow and implement all management policies and decisions of the Affiliate.

**(c)** General duties:

- Serve as ex-officio non-voting member at Board and Executive Council meetings.
- Prepare the (*affiliate name*) Affiliate Data Profile annual report for ASCD.

- Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President.
- Assist the President in scheduling Board meetings and preparing agenda.
- Maintain archive of affiliate records and communications.
- Oversee planning, conduct and verification of affiliate elections.
- Perform any other functions appropriate to the office of the Executive Director, which may be assigned by the Board or through the President.

**(d) Communications:**

- Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.
- Promote collaboration with other ASCD affiliates and communities.
- Serve as the liaison with state and provincial government education agencies, as well as other professional education associations.
- Serve as the official correspondent for the affiliate.
- Prepare and mail any correspondence as directed by the President.
- Oversee all affiliate publications and monitors the affiliate online presence.
- Recruit and provide training for staff and/or volunteers who support publications.
- Review the preparation, processing, publishing, and distribution of affiliate publications.
- Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate’s permanent file.

**(e) Programs:**

- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.
- Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.

**(f) Membership:**

- Coordinate membership activities with the Board and designated committees.
- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate’s geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the Board.

**(g) Finance:**

- Assist the President in preparing the proposed annual budget of *(affiliate name)* for the Board to consider annually.
- Monitor the budget and work with the treasurer of the affiliate in preparing and presenting financial reports.
- Request, receive and process joint dues funds from ASCD.
- Receive funds of the affiliate for immediate deposit in the affiliate’s bank account.
- Serve as a second signature on affiliate banking transactions.
- Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the work of the bookkeeper.
- Oversee preparation of the affiliate’s tax report to the IRS.
- Assist in the annual financial audit as directed by the Board.

**(h)** The Executive Director may delegate these responsibilities, in whole or in part, to one or more other Affiliate staff.

**2. Compensation and Expense Reimbursement.**

**(a)** Base Salary; Adjustment of Base Salary. In consideration for service under the terms of this Agreement, the Affiliate shall pay to the Executive Director an annual base salary (“Base Salary”), which amount shall be paid in installments in accordance with the normal payroll payment practices of the Affiliate and shall be subject to such deductions and withholding as are required by law. The initial Base Salary shall be at the rate of \_\_\_\_\_ dollars (\$\_\_\_\_\_) per year, from the Effective Date through December 31<sup>st</sup> annually. Thereafter, the Base Salary shall be increased or decreased, effective on January 1st of each calendar year. The Base Salary shall be prorated for any partial year of the Executive Director’s employment hereunder.

**(b)** Performance Reviews. The Executive Director Committee shall meet with the Executive Director at or shortly after six (6) months following the Effective Date of the Agreement to mutually confer on the direction, priorities and other aspects of the Executive Director’s initial performance hereunder. At or shortly after the beginning of each new calendar year during the term of the Agreement, the Executive Director Committee shall meet with the Executive Director to assess and mutually confer on the Executive Director’s performance during the prior year, discuss any potential modifications of direction or priorities, and mutually set future priorities for the Executive Director and the Affiliate.

**(c)** Professional Affiliate Membership Dues and Expenses. The Affiliate shall pay for the Executive Director’s expenses of membership, receipt of publications, and other participation in the relevant programs and activities of ASCD.

**(d)** Business Expenses. The Affiliate shall pay or reimburse to the Executive Director all reasonable travel, dining, entertainment, and other business expenses incurred by the Executive Director in the performance of his duties under this Agreement. The Executive



Director shall, as a condition of any such payment or reimbursement, submit verification, substantiation and documentation of the nature and amount of such expenses in accordance with the policies of the Affiliate. The Executive Director shall have made available to him the Affiliate's credit or charge card for use with respect to such expenses. Such credit or charge card shall not be used to incur any personal (non-business-related) expenses; any personal expenses inadvertently charged to such card shall be reimbursed immediately by the Executive Director to the Affiliate.

### **3. Term; Termination; Termination/Severance Payments.**

**(a) Term.** The term of this Agreement shall commence on the Effective Date and shall end on December 31<sup>st</sup> annually, unless sooner terminated as provided in Section 3(b) below. The parties agree to engage in good faith negotiations as to whether and under what terms and conditions to extend the term of this Agreement.

**(b) Termination.** This Agreement and the Executive Director's employment by the Affiliate hereunder may be terminated: (i) by the mutual written agreement of the Executive Director and the Affiliate; (ii) by the Affiliate for cause (as defined, and pursuant to the procedures set forth, below); (iii) by the Executive Director upon not less than thirty (30) days' prior written notice to the Board; (iv) by the Affiliate upon not less than thirty (30) days' prior written notice to the Executive Director; (v) upon the death of the Executive Director; or (vi) upon the disability (as defined below) of the Executive Director. For purposes of this Agreement, "for cause" shall mean conduct by the Executive Director amounting to misappropriation of any funds or property of or due to the Affiliate; attempting to obtain, or, in fact, obtaining, any personal profit from any transaction in which the Executive Director has an interest which is adverse to the interests of the Affiliate, unless the Executive Director shall have first obtained the consent of the Executive Director Committee; or the conviction of a felony. For purposes of this Agreement, "disability" shall mean the inability of the Executive Director to carry out his/her duties under this Agreement for a period of one hundred eighty (180) days, which need not be consecutive, within any twelve (12) month period; the expiration of such period of one hundred eighty (180) days shall be termed the "Date of Disability."

**(c) Termination/Severance Payments.** Except as otherwise provided herein, the compensation and termination payments provided pursuant to this Section 3(c) shall be paid at such times and in such manner as payments normally would be made under Section 2 above and shall be subject to deductions and withholding as provided in Section 2(a) above:

**(i)** In the event this Agreement and the Executive Director's employment hereunder are terminated by mutual agreement pursuant to Section 3(b)(i) above, the Executive Director's termination payments, if any, shall be as mutually agreed in writing by the Executive Director and the Affiliate.

**(ii)** In the event this Agreement and the Executive Director's employment hereunder are terminated for cause pursuant to Section 3(b)(ii) above, the Affiliate's sole obligation to the Executive Director shall be the provision of any payments pursuant to Section 2 above which have been earned but have not been provided through the date of termination.

**(iii)** In the event this Agreement and the Executive Director's employment hereunder are terminated by the Executive Director upon not less than thirty (30) days' prior written notice to the Affiliate pursuant to Section 3(b)(iii) above, the Affiliate shall provide all payments to the Executive Director pursuant to Section 2 above which have been earned but have not been provided through the date of termination.

**(iv)** In the event this Agreement and the Executive Director's employment hereunder are terminated by the Affiliate upon not less than thirty (30) days' prior written notice to the Executive Director pursuant to Section 3(b)(iv) above, the Affiliate shall provide all payments to the Executive Director pursuant to Section 2 above which have been earned but have not been provided through the date of termination.

**(v)** In the event this Agreement and the Executive Director's employment hereunder are terminated by the death of the Executive Director pursuant to Section 3(b)(v) above, the Affiliate shall provide to the Executive Director's estate all payments pursuant to Section 2 above which have been earned but have not been provided through the date of the Executive Director's death.

**(vi)** In the event this Agreement and the Executive Director's employment hereunder are terminated by the disability of the Executive Director pursuant to Section 3(b)(vi) above, the Affiliate shall provide to the Executive Director all payments pursuant to Section 2 above which have been earned but have not been provided through the Date of Disability.

#### **4. Conflicts of Interest; Outside Board Service; Outside Speaking Engagements.**

The Executive Director shall avoid all activities and other actions that would conflict with the interests of the Affiliate. The Executive Director shall not use his position, or any knowledge gained from or in connection with his position, in such a manner that a conflict arises between the interests of the Affiliate and the Executive Director's personal, immediate family, or private economic or other interests. Provided it does not conflict with his fiduciary duty to the Affiliate, the Executive Director shall be permitted to serve on boards of directors, committees or similar bodies of other organizations or corporations (on a paid or unpaid basis), and shall be permitted to deliver up to three (3) outside speaking presentations per month (on a paid or unpaid basis). Among other board service, it is hereby expressly agreed that the Executive Director shall be permitted to continue his service on the board of directors of

\_\_\_\_\_.

## **5. Confidentiality.**

In the course of his employment by the Affiliate, the Executive Director will have access to Confidential Information (as defined below) of the Affiliate. The Executive Director agrees to maintain the strict confidentiality of all Confidential Information during the term of this Agreement and thereafter. For purposes of this Agreement, "Confidential Information" shall mean all information and materials of the Affiliate, and all information and materials received by the Affiliate from third parties, which are not generally publicly available and all other information and materials which are of a proprietary or confidential nature, even if they are not marked as such.

## **6. Indemnification.**

The Affiliate shall indemnify, defend and hold harmless the Executive Director to the maximum extent permitted by Delaware law.

## **7. Miscellaneous.**

**(a) Assignment.** The Executive Director may not assign any part of the Executive Director's rights or obligations under this Agreement. In the event of any merger, consolidation or reorganization involving the Affiliate, this Agreement shall become an obligation of, inure to the benefit of, and be assigned to, any legal successor or successors to the Affiliate. In the event of the dissolution of the Affiliate, the Affiliate shall be liable to the Executive Director for, and shall pay to the Executive Director in a lump sum cash payment prior to such dissolution, the full monetary amount or equivalent of all compensation that would be due to the Executive Director under Section 2 above through the then-current term of the Agreement. This Agreement may not otherwise be assigned by the Affiliate without the express prior written consent of the Executive Director.

**(b) Warranties.** Each party hereto covenants, warrants and represents that it shall comply with all laws and regulations applicable to this Agreement, and that it shall exercise due care and act in good faith at all times in performance of its obligations under this Agreement.

**(c) Headings.** Titles or captions of sections or paragraphs contained in this Agreement are intended solely for the convenience of reference, and shall not serve to define, limit, extend, modify, or describe the scope of this Agreement or the meaning of any provision hereof.

**(d) Waiver.** A waiver by the Affiliate of any breach of this Agreement by the Executive Director shall not be effective unless in writing, and no such waiver shall constitute a waiver of the same or another breach on a subsequent occasion.

**(e) Governing Law; Jurisdiction for Dispute Resolution.** All questions with respect to the construction of this Agreement and the rights and liabilities of the parties hereunder shall be determined in accordance with the laws of

\_\_\_\_\_.

**(f) Severability.** All provisions of this Agreement are severable. If any provision or portion hereof is determined to be unenforceable in arbitration or by a court of competent jurisdiction, then the remaining portion of the Agreement shall remain in full force and effect.

**(g) Force Majeure.** Neither party shall be liable for failure to perform its obligations under this Agreement due to events beyond that party's reasonable control, including, but not limited to, strikes, riots, wars, fire, acts of God, and acts in compliance with any applicable law, regulation or order (whether valid or invalid) of any governmental body.

**(h) Counterparts.** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and all of which taken together shall constitute one and the same instrument.

**(i) Entire Agreement; Amendment.** This Agreement: (i) constitutes the entire agreement between the parties with respect to the subject matter hereof; (ii) supersedes and replaces all prior agreements, oral and written, between the parties relating to the subject matter hereof; and (iii) may be amended only by a written instrument clearly setting forth the amendment(s) and executed by both parties.

\* \* \* \* \*

**IN WITNESS WHEREOF,** the Affiliate (through its authorized representative) and the Executive Director have each executed and delivered this Agreement.

**THE AFFILIATE**

By: \_\_\_\_\_

Date: \_\_\_\_\_

**THE EXECUTIVE DIRECTOR**

By: \_\_\_\_\_

Date: \_\_\_\_\_

\* \* \* \* \*

**AFFILIATE EXECUTIVE DIRECTOR EMPLOYMENT AGREEMENT**

The Executive Director of \_\_\_\_\_ ASCD performs all of the duties and has all of the obligations as may be provided and determined in the Articles of Incorporation and Bylaws of the Affiliate, as the same may be amended from time to time, and as may be determined by the Board, including but not limited to the following duties:

**1. General duties:**

- Serve as ex-officio non-voting member at Board and Executive Council meetings.
- Prepare the (*affiliate name*) Affiliate Data Profile annual report for ASCD.
- Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President.
- Assist the President in scheduling Board meetings and preparing agenda.
- Maintain archive of affiliate records and communications.
- Oversee planning, conduct and verification of affiliate elections.
- Perform any other functions appropriate to the office of the Executive Director, which may be assigned by the Board or through the President.

**2. Communications:**

- Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.
- Promote collaboration with other ASCD affiliates and communities.
- Serve as the liaison with state and provincial government education agencies, as well as other professional education associations.
- Serve as the official correspondent for the affiliate.
- Prepare and mail any correspondence as directed by the President.
- Oversee all affiliate publications and monitors the affiliate online presence.
- Recruit and provide training for staff and/or volunteers who support publications.
- Review the preparation, processing, publishing, and distribution of affiliate publications.
- Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate’s permanent file.

**3. Programs:**

- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.

- Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.

**4. Membership:**

- Coordinate membership activities with the Board and designated committees.
- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate’s geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the Board.

**5. Finance:**

- Assist the President in preparing the proposed annual budget of (*affiliate name*) for the Board to consider annually.
- Monitor the budget and work with the treasurer of the affiliate in preparing and presenting financial reports.
- Request, receive and process joint dues funds from ASCD.
- Receive funds of the affiliate for immediate deposit in the affiliate’s bank account.
- Serve as a second signature on affiliate banking transactions.
- Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the work of the bookkeeper.
- Oversee preparation of the affiliate’s tax report to the IRS.
- Assist in the annual financial audit as directed by the Board.

Throughout his/her employment, the Executive Director shall devote time, energy and skill to the performance of the duties of the Affiliate (except as otherwise provided for herein), and faithfully and industriously perform such duties, and shall diligently follow and implement all management policies and decisions of the Affiliate.

Compensation is set at \$\_\_\_\_\_ annually, paid ASCD membership, and reimbursement of documented expenses incurred during the execution of the above duties, based on Board approval of said expenses.

Signed,

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

\_\_\_\_\_  
Board President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## Sample Executive Director Contract – Non-Compensated

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### AFFILIATE EXECUTIVE DIRECTOR AGREEMENT

**THIS AGREEMENT** (the “Agreement”) is made effective as of \_\_\_\_\_ (the “Effective Date”), by and between \_\_\_\_\_ ASCD, an affiliate of ASCD (the “Affiliate”), with its principal place of business at \_\_\_\_\_, and \_\_\_\_\_ (the “Executive Director”), whose principal residence is \_\_\_\_\_.

**WHEREAS**, the Board of Directors of the Affiliate (the “Board”) have collectively approved the appointment of the Executive Director to manage day-to-day operations of the Affiliate;

**WHEREAS**, the Executive Director desires to serve in this role on behalf of the Affiliate; and

**WHEREAS**, the parties wish to set forth the terms and conditions of such engagement and service.

**NOW, THEREFORE**, in consideration of the appointment of the Executive Director by the Affiliate and the mutual agreements hereinafter set forth, the receipt, adequacy and sufficiency of which are hereby acknowledged, the parties hereby agree as follows:

#### **1. Terms of Appointment; Authority and Responsibilities.**

**(a)** The Affiliate hereby appoints the Executive Director of the Affiliate, and the Executive Director accepts such appointment by the Affiliate subject to the terms and conditions of this Agreement.

**(b)** In his/her capacity as Executive Director of the Affiliate, the Executive Director shall perform all of the duties and have all of the obligations as may be provided and determined in the Articles of Incorporation and Bylaws of the Affiliate, as the same may be amended from time to time, and as may be determined by the Board, as well as those duties listed below. Throughout his/her appointment, the Executive Director shall devote time, energy and skill to the performance of the duties of the Affiliate (except as otherwise provided for herein), and faithfully and industriously perform such duties, and shall diligently follow and implement all management policies and decisions of the Affiliate.

**(c)** General duties:

- Serve as ex-officio non-voting member at Board and Executive Council meetings.
- Prepare the (*affiliate name*) Affiliate Data Profile annual report for ASCD.

- Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President.
- Assist the President in scheduling Board meetings and preparing agenda.
- Maintain archive of affiliate records and communications.
- Oversee planning, conduct and verification of affiliate elections.
- Perform any other functions appropriate to the office of the Executive Director, which may be assigned by the Board or through the President.

**(d) Communications:**

- Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.
- Promote collaboration with other ASCD affiliates and communities.
- Serve as the liaison with state and provincial government education agencies, as well as other professional education associations.
- Serve as the official correspondent for the affiliate.
- Prepare and mail any correspondence as directed by the President.
- Oversee all affiliate publications and monitors the affiliate online presence.
- Recruit and provide training for staff and/or volunteers who support publications.
- Review the preparation, processing, publishing, and distribution of affiliate publications.
- Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate’s permanent file.

**(e) Programs:**

- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.
- Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.

**(f) Membership:**

- Coordinate membership activities with the Board and designated committees.
- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate’s geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the Board.



**(g) Finance:**

- Assist the President in preparing the proposed annual budget of *(affiliate name)* for the Board to consider annually.
- Monitor the budget and work with the treasurer of the affiliate in preparing and presenting financial reports.
- Request, receive and process joint dues funds from ASCD.
- Receive funds of the affiliate for immediate deposit in the affiliate’s bank account.
- Serve as a second signature on affiliate banking transactions.
- Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the work of the bookkeeper.
- Oversee preparation of the affiliate’s tax report to the IRS.
- Assist in the annual financial audit as directed by the Board.

**(h)** The Executive Director may delegate these responsibilities, in whole or in part, to one or more other Affiliate staff.

**2. Compensation and Expense Reimbursement.**

**(a)** Performance Reviews. The Executive Director Committee shall meet with the Executive Director at or shortly after six (6) months following the Effective Date of the Agreement to mutually confer on the direction, priorities and other aspects of the Executive Director’s initial performance hereunder. At or shortly after the beginning of each new calendar year during the term of the Agreement, the Executive Director Committee shall meet with the Executive Director to assess and mutually confer on the Executive Director’s performance during the prior year, discuss any potential modifications of direction or priorities, and mutually set future priorities for the Executive Director and the Affiliate.

**(b)** Professional Affiliate Membership Dues and Expenses. The Affiliate shall pay for the Executive Director’s expenses of membership, receipt of publications, and other participation in the relevant programs and activities of ASCD.

**(c)** Business Expenses. The Affiliate shall pay or reimburse to the Executive Director all reasonable travel, dining, entertainment, and other business expenses incurred by the Executive Director in the performance of his duties under this Agreement. The Executive Director shall, as a condition of any such payment or reimbursement, submit verification, substantiation and documentation of the nature and amount of such expenses in accordance with the policies of the Affiliate. The Executive Director shall have made available to him the Affiliate’s credit or charge card for use with respect to such expenses. Such credit or charge card shall not be used to incur any personal (non-business-related) expenses; any personal expenses inadvertently charged to such card shall be reimbursed immediately by the Executive Director to the Affiliate.

### **3. Term and Termination**

**(a) Term.** The term of this Agreement shall commence on the Effective Date and shall end on December 31<sup>st</sup> annually, unless sooner terminated as provided in Section 3(b) below. The parties agree to engage in good faith negotiations as to whether and under what terms and conditions to extend the term of this Agreement.

**(b) Termination.** This Agreement and the Executive Director's employment by the Affiliate hereunder may be terminated: (i) by the mutual written agreement of the Executive Director and the Affiliate; (ii) by the Affiliate for cause (as defined, and pursuant to the procedures set forth, below); (iii) by the Executive Director upon not less than thirty (30) days' prior written notice to the Board; (iv) by the Affiliate upon not less than thirty (30) days' prior written notice to the Executive Director; (v) upon the death of the Executive Director; or (vi) upon the disability (as defined below) of the Executive Director. For purposes of this Agreement, "for cause" shall mean conduct by the Executive Director amounting to misappropriation of any funds or property of or due to the Affiliate; attempting to obtain, or, in fact, obtaining, any personal profit from any transaction in which the Executive Director has an interest which is adverse to the interests of the Affiliate, unless the Executive Director shall have first obtained the consent of the Executive Director Committee; or the conviction of a felony. For purposes of this Agreement, "disability" shall mean the inability of the Executive Director to carry out his/her duties under this Agreement for a period of one hundred eighty (180) days, which need not be consecutive, within any twelve (12) month period; the expiration of such period of one hundred eighty (180) days shall be termed the "Date of Disability."

### **4. Conflicts of Interest; Outside Board Service; Outside Speaking Engagements.**

The Executive Director shall avoid all activities and other actions that would conflict with the interests of the Affiliate. The Executive Director shall not use his position, or any knowledge gained from or in connection with his position, in such a manner that a conflict arises between the interests of the Affiliate and the Executive Director's personal, immediate family, or private economic or other interests.

### **5. Confidentiality.**

In the course of his employment by the Affiliate, the Executive Director will have access to Confidential Information (as defined below) of the Affiliate. The Executive Director agrees to maintain the strict confidentiality of all Confidential Information during the term of this Agreement and thereafter. For purposes of this Agreement, "Confidential Information" shall mean all information and materials of the Affiliate, and all information and materials received by the Affiliate from third parties, which are not generally publicly available and all other information and materials which are of a proprietary or confidential nature, even if they are not marked as such.

## **6. Indemnification.**

The Affiliate shall indemnify, defend and hold harmless the Executive Director to the maximum extent permitted by Delaware law.

## **7. Miscellaneous.**

**(a) Assignment.** The Executive Director may not assign any part of the Executive Director's rights or obligations under this Agreement. In the event of any merger, consolidation or reorganization involving the Affiliate, this Agreement shall become an obligation of, inure to the benefit of, and be assigned to, any legal successor or successors to the Affiliate. In the event of the dissolution of the Affiliate, the Affiliate shall be liable to the Executive Director for, and shall pay to the Executive Director in a lump sum cash payment prior to such dissolution, the full monetary amount or equivalent of all compensation that would be due to the Executive Director under Section 2 above through the then-current term of the Agreement. This Agreement may not otherwise be assigned by the Affiliate without the express prior written consent of the Executive Director.

**(b) Warranties.** Each party hereto covenants, warrants and represents that it shall comply with all laws and regulations applicable to this Agreement, and that it shall exercise due care and act in good faith at all times in performance of its obligations under this Agreement.

**(c) Headings.** Titles or captions of sections or paragraphs contained in this Agreement are intended solely for the convenience of reference, and shall not serve to define, limit, extend, modify, or describe the scope of this Agreement or the meaning of any provision hereof.

**(d) Waiver.** A waiver by the Affiliate of any breach of this Agreement by the Executive Director shall not be effective unless in writing, and no such waiver shall constitute a waiver of the same or another breach on a subsequent occasion.

**(e) Governing Law; Jurisdiction for Dispute Resolution.** All questions with respect to the construction of this Agreement and the rights and liabilities of the parties hereunder shall be determined in accordance with the laws of

\_\_\_\_\_.

**(f) Severability.** All provisions of this Agreement are severable. If any provision or portion hereof is determined to be unenforceable in arbitration or by a court of competent jurisdiction, then the remaining portion of the Agreement shall remain in full force and effect.

**(g)** Force Majeure. Neither party shall be liable for failure to perform its obligations under this Agreement due to events beyond that party's reasonable control, including, but not limited to, strikes, riots, wars, fire, acts of God, and acts in compliance with any applicable law, regulation or order (whether valid or invalid) of any governmental body.

**(h)** Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and all of which taken together shall constitute one and the same instrument.

**(i)** Entire Agreement; Amendment. This Agreement: (i) constitutes the entire agreement between the parties with respect to the subject matter hereof; (ii) supersedes and replaces all prior agreements, oral and written, between the parties relating to the subject matter hereof; and (iii) may be amended only by a written instrument clearly setting forth the amendment(s) and executed by both parties.

\* \* \* \* \*

**IN WITNESS WHEREOF**, the Affiliate (through its authorized representative) and the Executive Director have each executed and delivered this Agreement.

**THE AFFILIATE**

By: \_\_\_\_\_

Date: \_\_\_\_\_

**THE EXECUTIVE DIRECTOR**

By: \_\_\_\_\_

Date: \_\_\_\_\_

\* \* \* \* \*

**AFFILIATE EXECUTIVE DIRECTOR AGREEMENT**

The Executive Director of \_\_\_\_\_ ASCD performs all of the duties and has all of the obligations as may be provided and determined in the Articles of Incorporation and Bylaws of the Affiliate, as the same may be amended from time to time, and as may be determined by the Board, including but not limited to the following duties:

**1. General duties:**

- Serve as ex-officio non-voting member at Board and Executive Council meetings.
- Prepare the (*affiliate name*) Affiliate Data Profile annual report for ASCD.
- Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President.
- Assist the President in scheduling Board meetings and preparing agenda.
- Maintain archive of affiliate records and communications.
- Oversee planning, conduct and verification of affiliate elections.
- Perform any other functions appropriate to the office of the Executive Director, which may be assigned by the Board or through the President.

**2. Communications:**

- Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.
- Promote collaboration with other ASCD affiliates and communities.
- Serve as the liaison with state and provincial government education agencies, as well as other professional education associations.
- Serve as the official correspondent for the affiliate.
- Prepare and mail any correspondence as directed by the President.
- Oversee all affiliate publications and monitors the affiliate online presence.
- Recruit and provide training for staff and/or volunteers who support publications.
- Review the preparation, processing, publishing, and distribution of affiliate publications.
- Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate’s permanent file.

**3. Programs:**

- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.

- Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.

**4. Membership:**

- Coordinate membership activities with the Board and designated committees.
- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate’s geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the Board.

**5. Finance:**

- Assist the President in preparing the proposed annual budget of (*affiliate name*) for the Board to consider annually.
- Monitor the budget and work with the treasurer of the affiliate in preparing and presenting financial reports.
- Request, receive and process joint dues funds from ASCD.
- Receive funds of the affiliate for immediate deposit in the affiliate’s bank account.
- Serve as a second signature on affiliate banking transactions.
- Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the work of the bookkeeper.
- Oversee preparation of the affiliate’s tax report to the IRS.
- Assist in the annual financial audit as directed by the Board.

Throughout his/her employment, the Executive Director shall devote time, energy and skill to the performance of the duties of the Affiliate (except as otherwise provided for herein), and faithfully and industriously perform such duties, and shall diligently follow and implement all management policies and decisions of the Affiliate.

The Executive Director shall receive paid ASCD membership and reimbursement of documented expenses incurred during the execution of the above duties, based on Board approval of said expenses.

Signed,

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

\_\_\_\_\_  
Board President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Sample Executive Director Work Plan Template**

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

Year: \_\_\_\_\_

<b>Objective 1:</b>		
<b>Aligns with the following Affiliate Plan Goals:</b>		
	__ 1	__ 2
	__ 3	__ 4
	__ 5	
Strategy	Action	Date
1.		
2.		

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

Year: \_\_\_\_\_

Objective 2:					
Aligns with the following Affiliate Plan Goals:	__ 1	__ 2	__ 3	__ 4	__ 5
Strategy	Action	Date			
1.					
2.					



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

Year: \_\_\_\_\_

Objective 3:					
Aligns with the following Affiliate Plan Goals:	__ 1	__ 2	__ 3	__ 4	__ 5
Strategy	Action	Date			
1.					
2.					

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

Year: \_\_\_\_\_

Objective 4:					
Aligns with the following Affiliate Plan Goals:	__ 1	__ 2	__ 3	__ 4	__ 5
Strategy	Action	Date			
1.					
2.					

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

Year: \_\_\_\_\_

Objective 5:					
Aligns with the following Affiliate Plan Goals:	__ 1	__ 2	__ 3	__ 4	__ 5
Strategy	Action	Date			
1.					
2.					

## Sample Executive Director Performance Self-Assessment

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### PART 1

*Supervisor to complete.*

Name:	Date of hire:
Title:	Time in present position:
Supervisor:	
<b>Due date for performance appraisal:</b>	

Please complete this form and return to *(supervisor)* by *(date)*.

### PART 2

Employee to complete.

1. What is your understanding of your main duties and responsibilities?
2. Has the past year been good/bad/satisfactory or otherwise for you, and why?
3. What do you consider to be your most important achievements of the past year?
4. What are the challenges and opportunities working for this organization?
5. What elements of your job do you find most difficult?
6. What elements of your job interest you the most?

7. What elements of your job interest you the least?

8. What do you consider to be your most important tasks over the next year?

9. What could the board take to help you improve your performance in your current position?

10. What action could your boss take to improve your performance in your current position?

11. What kind of work would you like to be doing in one year's time?

12. What sort of professional development would benefit you in the next year?

**PART 3**

*Employee to complete:*

Rate your performance or knowledge in your current role in the following areas.

**RATING SCALE:**

I Need Help	Poor	Fair	Average	Good	Very Good	Exemplary
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

	Rating	Comments
Overall knowledge of affiliate		
Time management		
Organizational skills		
Planning, budgeting and forecasting		
Communication skills		
IT knowledge and skills		
Meeting deadlines/commitments		
Creative problem solving		
Teamwork		
Supporting others		
Energy level and work rate		
Steadiness under pressure		
Leadership		
Adaptability & flexibility		
Follow-up		
Initiative		
Punctuality		
Attendance		

If you do not have the opportunity to use a listed skill, please write N/A in the RATING column.

Thank you for taking the time to complete your employee self-evaluation and share your ideas.  
We value your input. Your comments will be taken into consideration during your next performance appraisal.

## Sample Board Evaluation of the Executive Director

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Rate the Executive Director performance on a scale of 1 to 5 as follows:

5=Excellent 4=Very Good 3=Acceptable 2=Needs Improvement 1=Not Acceptable

Chief Executive Officer: The Executive Director has responsibility for ensuring the legal and ethical integrity of the affiliate and for the effective conduct of its affairs.

1. Demonstrates high standards of ethics and is committed to the integrity of the affiliate and the profession it represents. 5 4 3 2 1

2. Espouses vision of where the affiliate is headed and adheres to its mission, goals and related policies. 5 4 3 2 1

3. Assists Board in formulating and implementing goals and objectives consistent with the affiliate's mission, vision and policies. 5 4 3 2 1

4. Executes administered contracts and legal matters in a manner consistent with policy. 5 4 3 2 1

Subtotal Score: \_\_\_\_\_ / 20

Affiliate Officer: Within the limits of affiliate's bylaws and policies established by the Board, the Executive Director leads the organization's day-to-day operations.

5. Implements policies and procedures that lead to improved services to members. 5 4 3 2 1

6. Executes work responsibilities and mandates of the volunteer leadership within budgetary constraints. 5 4 3 2 1

7. Develops and maintains high level of morale among Board and staff. 5 4 3 2 1

8. Initiates and implements activities that promote membership and its value to educators. 5 4 3 2 1

Subtotal Score: \_\_\_\_\_ / 20

Organizational Oversight: The Executive Director is responsible to the Board and membership for promoting the growth and development of the affiliate. To this end, the Executive Director:

9. Provides the Board with information to prepare them for making informed decisions and for carrying out their leadership responsibilities. 5 4 3 2 1

10. Makes recommendations to the Board that provide for generative growth, demonstrate informed vision and identifies opportunities that lead to increased growth in membership and revenue. 5 4 3 2 1

Subtotal Score: \_\_\_\_\_ / 10

Total Leadership Score: \_\_\_\_\_ / 50

General duties:

1. Serve as ex-officio non-voting member at Board and Executive Council meetings. 5 4 3 2 1

2. Prepare and submit the Affiliate Data Profile annual report for ASCD. 5 4 3 2 1

3. Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President. 5 4 3 2 1

4. Assist the President in scheduling Board meetings and preparing agenda. 5 4 3 2 1



- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 5. Maintain archive of affiliate records and communications.  | 5 | 4 | 3 | 2 | 1 |
| 6. Oversee planning, conduct and verification of affiliate elections.   | 5 | 4 | 3 | 2 | 1 |
| 7. Perform additional functions appropriate to the office of the Executive Director assigned by the Board or through the President. | 5 | 4 | 3 | 2 | 1 |

Subtotal Score: \_\_\_\_\_ / 35

Communications:

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 8. Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations. | 5 | 4 | 3 | 2 | 1 |
| 9. Promote collaboration with other ASCD affiliates and communities.   | 5 | 4 | 3 | 2 | 1 |
| 10. Serve as the liaison with state and provincial government education agencies, as well as state-level professional education associations.    | 5 | 4 | 3 | 2 | 1 |
| 11. Serve as the official correspondent for the affiliate with outside associations and agencies.  | 5 | 4 | 3 | 2 | 1 |
| 12. Prepare and mail any correspondence as directed by the President.  | 5 | 4 | 3 | 2 | 1 |
| 13. Oversee all affiliate publications and monitors the affiliate online presence.   | 5 | 4 | 3 | 2 | 1 |
| 14. Recruit and provide training for staff and/or volunteers who support publications.   | 5 | 4 | 3 | 2 | 1 |

15. Review the preparation, processing, publishing, and distribution of affiliate publications. 5 4 3 2 1

16. Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate's permanent file. 5 4 3 2 1

Subtotal Score: \_\_\_\_\_ / 45

Programs:

17. Attend the ASCD annual conference and leadership events as appropriate. 5 4 3 2 1

18. Align affiliate programs with ASCD programs, initiatives and opportunities. 5 4 3 2 1

19. Develop program offerings in collaboration with other ASCD affiliates and communities. 5 4 3 2 1

20. Coordinate all affiliate programs and services in a manner consistent with Board goals, objectives and policies. 5 4 3 2 1

21. Provide leadership regarding planning for professional development events. 5 4 3 2 1

22. Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs. 5 4 3 2 1

23. Oversee influence and advocacy initiatives for the affiliate. 5 4 3 2 1

Subtotal Score: \_\_\_\_\_ / 35

Membership:

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 24. Coordinate membership activities with the Board and designated committees.   | 5 | 4 | 3 | 2 | 1 |
| 25. Oversee membership outreach and recruitment efforts.   | 5 | 4 | 3 | 2 | 1 |
| 26. Receive and verify ASCD membership roster for the affiliate's geographic location.   | 5 | 4 | 3 | 2 | 1 |
| 27. Maintain records of the joint dues agreement with ASCD.  | 5 | 4 | 3 | 2 | 1 |
| 28. Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database. | 5 | 4 | 3 | 2 | 1 |
| 29. Make quarterly membership reports to the Board.  | 5 | 4 | 3 | 2 | 1 |

Subtotal Score: \_\_\_\_\_ / 30

Finance:

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 30. Assist the President in annually preparing the proposed annual budget for the Board to consider.               | 5 | 4 | 3 | 2 | 1 |
| 31. Monitor the budget and work with the treasurer of the affiliate in preparing and presenting financial reports. | 5 | 4 | 3 | 2 | 1 |
| 32. Request, receive and process joint dues funds from ASCD.   | 5 | 4 | 3 | 2 | 1 |
| 33. Receive funds of the affiliate for immediate deposit in the affiliate's bank account.                          | 5 | 4 | 3 | 2 | 1 |

34. Serve as a second signature on affiliate banking transactions. 5 4 3 2 1

35. Assist in maintaining an accounting of all receipts and disbursements of the affiliate and supervise the work of the bookkeeper. 5 4 3 2 1

36. Oversee preparation of the affiliate's tax report to the IRS. 5 4 3 2 1

37. Assist in the annual financial audit as directed by the Board. 5 4 3 2 1

Subtotal Score: \_\_\_\_\_ / 40

Summary:

38. Meets/Exceeds work plan goals 5 4 3 2 1

39. Meets/Exceeds Board expectations 5 4 3 2 1

40. Actively and constructively participants in the performance evaluation process. 5 4 3 2 1

Subtotal Score: \_\_\_\_\_ / 15

Total Score for Management: \_\_\_\_\_ / 200

Total Evaluation Score: \_\_\_\_\_ / 250

## Sample Board Performance Self-Assessment

For each row indicate if you feel your board currently does well in the area specified or whether you feel it needs to improve. Complete individually and then discuss as a board to come to consensus on how your board has performed this year:

<b>Serves the Mission and Vision of the Organization</b>			
<b>Maintains a Strong Working Relationship with ASCD</b>			
<b>Operates transparently in Compliance with Policy and Law</b>			
<b>Works Well with the Executive Director and Staff</b>			
<b>Evaluates Programs for Continuous Improvement</b>			
<b>Meets its Obligations of Financial Oversight</b>			
<b>Provides Generative Vision and Planning</b>			
<b>Sustains a Pipeline of Future Board Leadership</b>			
<b>Provides Clear Communication, Direction And Messaging</b>			
<b>Promotes the Affiliate through Positive Public Relations</b>			
<b>Provides a Strong Voice on Education Issues and Policy</b>			
<b>Offers High-Quality Programs, Products &amp; Services</b>			
<b>Promotes Optimal Membership Recruitment and Retainment</b>			