



Policy and Procedural Manual

Colorado School Counselor Association

Introduction

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

What are my responsibilities now that I have accepted a position?

What are the duties of the position?

Who can I contact to assist me in fulfilling my responsibilities?

What are the lines of communication within this organization?

What are the purposes of the Colorado School Counselor Association?

Purposes of the Association Shall Be:

To foster a close personal and professional relationship among school counselors;

To advance the profession of school counseling in order to maximize the education/academic, occupational, and the personal and social growth of each individual;

To promote and advance the interests of counseling and guidance services in the State of Colorado;

To improve the standards of school counseling and the relationships with other professions and services for students in elementary, middle and/or junior high, secondary, and post-secondary settings;

To publish educational and professional materials in order to inform school counselors of areas of interest and concern;

To provide an organization through which those engaged in school counseling services can exchange ideas and seek solutions to common problems;

To stimulate the professional growth, and establish and improve standards of professional services;

To provide a means whereby an individual member can be represented and heard throughout the Association;

And to speak with one voice for the benefit of the profession of school counselors.

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

**DUTIES AND RESPONSIBILITIES
OF OFFICERS**

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CSCA GOVERNING BOARD

The Governing Board shall consist of the President, Past President, President Elect, Secretary, Executive Director, Treasurer, Elementary Vice President, Middle/ Junior High Vice President, Secondary Vice President, Post Secondary Vice President, twelve representatives from the geographical regions of Colorado, as set by the Board, and the Chairs of the Standing Committees. The Governing Board is the highest legislative body of the Colorado School Counselor Association and its functions shall be:

To initiate action governing the Association's programs and policies.

To act on reports of the standing committees.

To be responsive to the needs of school counselors throughout the State of Colorado.

To consider all appointments made by the President.

To adhere to policy governance

President

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

1. Shall appoint all committee and chairpersons for the following responsibilities:
 - A. Communications
 - i. Membership
 - ii. Member Services – web page, newsletters, news briefs
 - B. Government Relations/Advocacy
 - C. Audit Committee
 - i. Executive board
 - D. Conference Planning
 - i. Advertising/Exhibits
 - ii. Conference
 - E. Professional Development
2. Shall be aware of all of the activities of all CSCA committees.
3. Shall give assistance to Governing Board members and committee chairpersons in developing a strategic plan.
4. Shall serve as a member of the CSCA Executive Committee.
5. Shall serve as a member of the Conference/Workshop Planning Committee.
6. Shall prepare an article for publication in each *CSCA Connection* newsletter or source of identified communication between the board and its members and other media as requested.
7. Shall prepare an agenda and a report of Association activities that should be mailed (or emailed) to each board member one week prior to board meetings.

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8. Shall be in contact with Governing Board members and committee chairpersons concerning progress toward achievement of the strategic plan.
9. Shall submit reports to ASCA as requested.
10. Shall serve as CSCA delegate to the annual ASCA delegate assembly.
11. Shall perform such duties as are incidental to the office or as directed by the Governing Board.
12. Shall review and renew the contract agreement between CSCA and the Executive Director.
13. Shall be responsible for the development and implementation of the annual CSCA Leadership Development Institute.
14. Shall complete an end of the year summary report to be housed with the Executive Director.
15. Shall represent and interface with other associations regarding issues pertinent to the profession of school counseling

All Presidential appointments shall be submitted to the Governing Board approval.

President Elect

1. Shall, in the absence of the President assume the role of the President with all of its authority and responsibility.
2. Shall serve as a member of the Conference/Workshop Planning Committee.
3. Shall serve as a member of the Executive Committee.
4. Shall begin preparation during this year to assume the duties of President on July 1 (See President's job description).
5. Shall attend ASCA Leadership Development Institute during the summer following election of officers.
6. Shall serve as a CSCA delegate to the annual ASCA Delegate Assembly.
7. Shall prepare an article for publication in each *CSCA Connection* newsletter or source of identified communication between the board and its members and other media as requested.
8. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
9. Shall maintain a file of activities to be passed on to the next President Elect.
10. Shall be responsible for the development and implementation of the annual CSCA Leadership Development Institute.
11. Shall be responsible for site of each board meeting.

Past President

1. Shall perform such duties as may be directed by the Governing Board.
2. Shall assume a committee leadership role or special assignment as agreed upon by the President and Past President.
3. Shall assist committee chairpersons and Governing Board members in the development of a strategic plan.
4. Shall serve on the Executive Committee.
5. Shall prepare an article for publication in each issue of the *CSCA Connection*

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- or source of identified communication between the board and its members
6. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
 7. Shall maintain a file of activities to be passed on to the next Past President.
 8. Shall chair the Professional Recognition Committee.
 9. Shall be chair of the *Carol Hacker Memorial Scholarship* selection committee and shall facilitate the selection of a recipient for this scholarship.
 10. Shall prepare and submit to ASCA Professional Recognition Committee packets of state Counselors of the Year award winners.
 11. Shall present *The Lance Huffman Award* (Past President's Award) annually to a person who has served CSCA with outstanding dedication.
 12. Shall be a member of the Conference Committee.
 13. Shall chair the conference committee in absence of conference chairperson.

Executive Director

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

1. Shall serve as a permanent registered official for CSCA.
2. Shall ensure that the organization has a current mailing address.
3. Shall organize, maintain and store archives of CSCA.
4. Shall review by-laws and the procedural manual annually and recommend revisions to the Governing Board.
5. Shall serve as a member of the Executive Committee, attend all Governing Board meetings, and the annual CSCA Leadership Development Institute.
6. Shall serve as parliamentarian at all Governing Board meetings (*Roberts Rules of Order, as needed*).
7. Shall, with the President, review annually the contract agreement and evaluation between the CSCA Governing Board and the Executive Director.
8. Shall assist committee chairpersons and Governing Board members in the development of a strategic plan.
9. Shall chair the Nominations and Elections Committee.
10. Shall serve on the Audit Committee.
11. Shall negotiate and confirm contract with lobbyist with the approval of the CSCA Governing Board.
12. Shall provide the means for conference and workshop participants to gain NBCC and CDE credit as directed and as appropriate.
13. Shall designate time & place for all Executive Committee meetings based on committee needs.
14. Shall oversee the legal and ethical responsibilities of the organization.

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CSCA Vice Presidents

1. Shall consist of the Elementary, Middle/Junior High, Senior High and Post Secondary Vice Presidents.
2. Shall serve as a resource to activate and implement state concerns to meet the needs of counselors in the various work settings.
3. Shall be aware of and/or assess the interests, goals, and needs of counselors in various work settings and inform the Governing Board.
4. Shall assume a committee leadership role or special assignment as agreed upon by the President.
5. Shall prepare and submit an article for each issue of the *CSCA Connection* reflecting the needs, concerns, and new programs in the various work settings.
6. Shall encourage the development of communication lines with counselors in the various work settings.
7. Shall submit nominations to the Professional Recognition Committee for the recognition of counselors in the various work settings.
8. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
9. Shall maintain a file of activities to be passed on to the next Vice President.
10. Shall facilitate networking and mentoring among the Vice Presidents and the Region Representatives.
11. Shall assess needs of elementary, middle/junior high, senior high, K-12, and post-secondary counselors throughout the state.
12. Shall present or suggest a presenter for an interest session at the annual conference.

Region Representative

1. Shall serve as a resource to activate and implement the concerns of counselors from the geographical regions.
2. Shall up-date the CSCA school counselor database by Nov. 1st with the names and addresses of the schools in each district, the counselors who serve at the schools, and their e-mail addresses.
3. Shall develop communications with the counselors in their geographical region, via e-mail or regular mailings.
4. Shall assume a committee leadership role or special assignment as agreed upon by the President and the Region Representative.
5. Shall encourage and submit nominations to the Professional Recognition Committee for the recognition of the counselors in their geographical region.
6. Shall facilitate networking among the Region Representatives.
7. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
8. Shall prepare quarterly reports to the President two (2) weeks prior to quarterly Board Meeting(s).

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9. Shall solicit nominations for the new region representative and work to ensure an appropriate replacement and transition when their term as the region representative has been completed.
10. Shall maintain and provide a file of CSCA board and region representative activities to pass on to the next region representative.
11. Shall meet with the next region representative to transfer information and to assist the new region representative in getting started in their new position.

Secretary

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

Treasurer

1. Shall review all reimbursement requests for conformity with fiscal policies and guidelines and review account balances to determine if the budget account balance is sufficient to cover expenditures.
2. Shall review and validate monthly statements from the established bank account.
3. Shall review all appropriate indebtedness against the association.
4. Shall pay all appropriate bills by check in a timely manner.
5. Shall deposit all appropriate moneys (membership, registration fees etc.) into an established bank account in a timely manner.
6. Shall record all disbursements and deposits by date, amount, number, and budget account (Goal Group, Administration, etc.).
7. Shall submit quarterly reports of income and expenditures by account to the Governing Board.
8. Shall submit an annual fiscal report to the Governing Board by August 1 of each year.
9. Shall serve as a member of the Executive Committee.
10. Shall consult as needed regarding budget and recognition costs for CSCA sponsored workshops, conferences, meetings, etc.

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11. Shall serve on one of the identified committees.
12. Shall attend all Governing Board meetings and the annual CSCA Leadership Development Institute.
13. Shall develop a preliminary budget for each fiscal year.
14. Shall make recommendations to the Executive Committee regarding budget projections for CSCA in order to establish an adopted budget.
15. Shall represent the Executive Committee for final presentation to the Governing Board of annual budget.
16. Shall submit books and records each year to the Audit Committee.
17. Shall coordinate an annual audit of the budget.
18. Shall provide bank statements to Executive Board monthly.
19. Shall maintain a file of the year's activities to be passed on to the next Treasurer.

Governance Process Policies

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Governing Style

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

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

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

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

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

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

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

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Ground Rules for Meetings

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

The CSCA Board Dispute Resolution Process

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

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

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

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

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

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

The board shall:

- Review written explanations
- Offer the disputants an opportunity to state what they are willing to do to resolve the problem
- Make/offer suggestions for possible resolution of the problem
- Give disputants further opportunity to resolve the problem

Board Members' Code of Conduct

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

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

- I will read/re-read the by-laws and policies under which the Board operates.
- I will fulfill the duties and responsibilities of my office.
- I will abide by the ASCA Ethical Standards for School Counselors.
- I will prepare for, attend, and participate in the meetings of the Board and committees to which appointment has been accepted.
 - If I have any items to be placed on the upcoming Board Meeting Agenda, I will deliver such items to the President two weeks prior to the meeting.
 - If I am a committee chair, I will deliver a committee report to the President two weeks prior to the upcoming Board Meeting.
- I will ensure that each matter is dealt with in a fair, equitable, impartial and just manner based on what is best for school counselors, and ultimately, the students served.
- I will accept responsibility and accountability for the decisions made by the Board, regardless of personal opinion and I will not, through word or deed, undermine the collective decision of the Board. I will speak with one voice for this professional association.
- I will avoid any conflicts of interest with respect to my fiduciary responsibility.

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- I will demonstrate mutual respect and support for all Board members.
- I will carefully consider and respect the opinions of other Board members.
- I will not speak or act for the Board without proper authorization.
- I will submit all required reports to the Board in a timely manner.
- I will attend Board meetings with regularity, realizing that if I miss two consecutive meetings in a year, I may be asked to reconsider my commitment to my position on the Board.
- I will inform the President of CSCA of any conflicts I may have with scheduled Board meetings and will follow-up with other Board members to find out what responsibilities I may need to fulfill to the organization.

**DUTIES AND RESPONSIBILITIES
OF CHAIRPERSONS AND
STANDING COMMITTEES**

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Conference Planning Committee Chair:

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

Conference Sub Committee: Exhibits Chair

1. Shall coordinate planning among CSCA representatives, conference/workshop facility representatives and exhibitors.
2. Shall keep appropriate board members apprised of issues related to Conference/workshop planning and exhibitors.
3. Shall offer advertising services to exhibitors at CSCA conferences and workshops.
4. Shall be a point of contact for advertisers, sponsors and exhibitors.
5. Shall keep informed and be alert to association plans, actions, programs, and activities.
6. Shall provide follow-up information to the conference/workshop committee by compiling exhibitor evaluations and sending appropriate thank you notes.
7. Shall ensure that recognition credit and support materials are presented to those companies and schools who have supported the conference, workshop or newsletter.
8. Shall keep records of all income and expenses related to this position.
9. Shall ensure that all bills for printing, etc. are forwarded to the Treasurer.
10. Shall maintain a file of activities to be passed on to the next chairperson and committee.
11. Shall attend the annual CSCA Leadership Development Institute.

Executive Committee

1. Shall develop an initial operating budget for consideration, revision, and eventual adoption by the CSCA Governing Board at fall business meeting.

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2. Shall implement the operation of the budget by monitoring income and expenditures.
3. Shall suggest a financial policy statement and make fiscal recommendations to the Governing Board.
4. Shall review and approve or disapprove additional requests for expenditures from Board members as needed.
5. Shall consist of the CSCA President, President Elect, Past President, Executive Director, and Treasurer.
6. Shall meet as needed each fiscal year to conduct CSCA business.
7. Shall represent Colorado in the ASCA Delegate assembly - President-Elect, President, Past-President, Executive Director.

Government Relations/Advocacy Chair:

1. Shall prepare guidelines for CSCA involvement with other related organizations.
2. Shall strengthen current liaison activities with other professional and student organizations which would enhance the counselor's role.
3. Shall establish liaison relationships with other professional organizations that will be beneficial to the membership of CSCA.
4. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.
5. Shall coordinate all public relations activities for CSCA.
6. Shall cooperate with other CSCA leaders in developing public relations programs and materials.
7. Shall conduct workshops, as invited and funded, to inform counselors about public relations.
8. Shall prepare and submit articles to the editor of the *CSCA Connection* providing information and encouraging statewide advocacy programs.
9. Shall attend CSCA Governing Board meetings and attend the annual CSCA Leadership Development Institute.
10. Shall develop a plan which promotes the importance of professionalism within the structure of CSCA.
11. Shall promote National School Counseling Week by advising Governing Board members and all members of activities and ideas.
12. Shall be responsible for the CSCA Banner being displayed at all CSCA and ASCA conferences and functions summarizing current advocacy concerns.

Government Relations/Advocacy Sub Committee: Legislation

1. Shall communicate to the Governing Board and CSCA membership the need for legislative involvement and strategies for this involvement.
2. Shall critique state and federal legislative bills and provide testimony when requested or appropriate.
3. Shall provide input from CSCA to State and Federal elected officials.

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4. Shall maintain a network of members interested in advocating for specific legislative action through CSCA lobbyist.
5. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.
6. Shall prepare and submit articles to the editor of the **CSCA Connection** summarizing current legislative and political concerns.

Communications Committee Chair:

1. Shall be chaired by one of the CSCA Vice Presidents.
2. Shall support and monitor all written, printed and disseminated material. This committee will be responsible for the maintenance of the website and other methods of communication with the constituency.
3. Shall monitor the website and suggest updates when necessary.
4. Shall solicit and coordinate articles to be submitted to the on line and printed CSCA Connections.
5. Shall monitor support and monitor membership services.
6. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.

Communications Sub Committee: Membership and Member Services Chair

1. Shall organize and implement methods and techniques to increase the membership of CSCA.
2. Shall distribute membership brochures to state CSCA leaders.
3. Shall be assisted by the CSCA Government Relations/Advocacy Chair, the Vice Presidents of the four work settings, the Region Representatives, and the Editor of the **CSCA Connection** in promoting membership campaigns.
4. Shall institute a program of research regarding membership practices.
5. Shall ascertain, with the help of Region Representatives, vital demographic data necessary for more effective membership recruitment.
6. Shall submit a written annual report on the activities and recommendations of the Region Representatives to the Governing Board
7. Shall attend CSCA Governing Board meetings and attend the annual CSCA Leadership Development Institute.
8. Shall maintain a file of activities to be passed on to the next committee chairperson and committee.
9. Shall maintain an accurate and current list of all school counselors in Colorado by work location, address, telephone numbers, zip code, region, county, district, and membership in CSCA. An accurate list of schools by level and district will also be maintained.
10. Shall supply upon request by Governing Board members lists and/or mailing labels of state school counselors that are appropriate for their communications and strategic plans.

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Communications Sub Committee: CSCA Connections Newsletter Editor

1. Shall solicit newsletter and website articles from the Governing Board members and members at large. Shall seek newsletter articles outside the membership when appropriate and after consultation with CSCA President and Governing Board.
2. Shall supervise the layout of each newsletter edition.
3. Shall determine priority of stories for each newsletter and website briefs.
4. Shall coordinate and cooperate with Advertising and Exhibits Chair regarding advertising layout and editing.
5. Shall proofread and edit all final copy. Shall confer with writers regarding changes in manuscript.
6. Shall coordinate and cooperate with other CSCA publication efforts.
7. Shall confer on a regular basis with CSCA President, Governing Board, and the chairpersons of all committees regarding themes and policies of newsletter.
8. Shall keep informed and be alert to association plans, actions, programs, and activities.
9. Shall respond to membership needs and requests.
10. Shall maintain a file of activities to be passed on to the next committee chairperson and committee.
11. Shall encourage and foster leadership and communication with the membership.

The CSCA Connection, is directly responsible to the Communications Committee. Although the following responsibilities are listed here for the newsletter editor, it is assumed that **all** CSCA Governing Board members and committee members will also accept these responsibilities as part of their duties.

Communications Sub Committee: Advertising Chair

1. Shall contact prospective advertisers and exhibitors and solicit advertisements for the newsletter, exhibits, and/or website.
2. Shall maintain an accurate list of contracts, advertisers, sponsors, and exhibitors.
3. Shall coordinate and cooperate with *CSCA Connections* editor regarding advertising layout, editing, and deadlines.
4. Shall respond to and proofread all advertising copy.
5. Shall insure that all payments received for ads and exhibits are forwarded to the Treasurer.
6. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.

The Advertising Sub Committee is directly responsible to the communications committee.

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Communications Sub Committee: Web Master

1. Shall design and update the www.coloradoschoolcounselor.org web page.
2. Shall communicate with the Communications Chair regarding updating the web page with accurate information, news briefs, and advertisements.

Professional Development Committee Chair:

1. Shall collaborate with other committees, such as the conference committee to implement identifiable and effective professional development across the state.
2. Shall establish a plan for relevant professional development.
3. Shall develop a method of assessing what information state school counselors are most interested in utilizing.
4. Shall identify presentations that will impact the needs of the Colorado school counselors.
5. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.

Nominations and Elections Chair:

1. Shall be chaired by the Executive Director.
2. Shall issue a call for nominations to the membership in the Fall issue of *CSCA Connection* and on website.
3. Shall provide written job descriptions as listed in the procedural manual to the prospective candidates.
4. Shall prepare and submit articles to the *CSCA Connection* promoting and describing state leadership roles.
5. Shall receive and compile information on each nominee and make it available to the membership through the *CSCA Connection* and/or email.
6. Shall organize, print, distribute, and tabulate the election ballots in the most efficient manner.
7. Shall make recommendations to the CSCA President Elect regarding possible committee appointments.
8. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.

Professional Recognition Chair/ Scholarship Committee:

1. Shall be chaired by the Past President.
2. Shall provide leadership and coordination for recognizing commendable counselors and guidance counseling programs in the State of Colorado.
3. Shall inform departments of the state's counselor education programs about the *Carol Hacker Memorial Scholarship* and shall facilitate the selection of a recipient for this scholarship.
4. Shall review and revise criteria for professional recognition awards.
5. Shall publicize in the *CSCA Connection* the criteria for selection and solicit nominations for the award in the most efficient manner.

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6. Shall receive the nominations and select the award recipients.
7. Shall order the award certificates and plaques.
8. Shall, with the President, arrange for an appropriate awards recognition event.
9. Shall publicize (local, state, national) award winners.
10. Shall submit a written report of the activities with recommendations of the committee to the Governing Board.
11. Shall maintain a file of activities to be passed on to the next committee chair.

Audit Committee

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

Graduate Student Liaison

1. Shall inform the CSCA Governing Board of the interests, goals and needs of counseling graduate students.
2. Shall serve as a liaison to all departments of counselor education programs in the state.
3. Shall communicate CSCA programs and services to counseling graduate students.
4. Shall assist the Membership Chairperson in recruiting student members.
5. Shall provide opportunities for graduate students to network at the annual CSCA conference.
6. Shall attend CSCA Governing Board meetings and attend the annual CSCA Leadership Development Institute.
7. Shall be appointed by Executive committee rotating every year from each of the counseling program universities
8. Shall maintain a file of the year's activities to be passed on to the next chairperson and committee.

Developing the Strategic Plan

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Below is a sample of a Strategic Plan. Each year at the Leadership Development Institute, the Governing Board will develop a similar plan for implementation for the ensuing year.

Strategic Plan of the Colorado School Counselor Association

Identity Statement

The Colorado School Counselor Association is a professional organization which represents school counseling and school counselors.

Mission Statement

The mission of the Colorado School Counselor Association is to promote excellence in professional school counseling.

Goal Statements

The Colorado School Counselor Association shall aggressively:

Goal 1. Advocate for the role and programs of professional school counselors by:

- a. Strengthening school counselor preparation programs.
 - (1) Appoint a task force to work on strategies.
 - (2) Collaborate with CACES.
- b. Promoting national standards for the credentialing of school counselors.
 - (1) Encourage state certification through the National Board for Certified Counselors.
 - (2) Seek school counseling representation in the Colorado Department of Education.
- c. Developing and implementing a fair and equitable ethical standards program.
 - (1) Educate the membership as to what the standards are and how these standards will impact the profession.
- d. Communicating the role and function of professional school counselors to various publics.
 - (1) Establish an advisory council representing business/industry.
 - (2) Develop partnership agreements with other non-profit organizations with similar goals.
- e. Increasing human rights awareness by professional school counselors.

Colorado School Counselor Association

Goal 2. Provide meaningful growth and development opportunities for professional school counselors by:

- a. Offering conferences/workshops/presentation opportunities on critical issues.
 - (1) Continue with state conferences and regional workshops.
 - (2) Collaborate with ASCA and others to offer PDI's relevant to school counseling.
- b. Developing and disseminating pertinent information to interested publics.
 - (1) Continue newsletter publication.
 - (2) Expand upon the existing base of resource materials.
- c. Establishing supportive networking opportunities.
 - (1) Provide members with information and materials to prepare presentations to other organizations with similar interests or purposes.
 - (2) Continue workshops and conferences.
 - (3) Continue to collaborate with other organizations with similar interests or purposes.
- d. Recognizing value of school counseling through the CSCA Professional Recognition Awards Program.

Goal 3. Support an organizational structure that provides a strong resource base from which to operate by:

- a. Organizing an infrastructure to operate and maintain the Association.
 - (1) Monitor finances, develop financial policy and increase revenue.
 - (2) Establish and maintain personnel functions.
 - (3) Develop and maintain operational and organizational policies.
 - (4) Implement effective marketing strategies to enhance operational goals.
 - (5) Maintain effective governance structure which includes leadership development.
 - (6) Maintain and monitor the CSCA Strategic Plan.
- b. Providing necessary internal and external informational services.
 - (1) Develop, promote and disseminate pertinent informational services to meet needs of publics.
- c. Developing and promoting membership.
 - (1) Institute plan to increase membership.
 - (2) Evaluate membership categories.

Colorado School Counselor Association

Goal 4. Demonstrate visionary and bold leadership in developing new and supportive services and programs for its members by:

- a. Collaborating and networking via political action.
- b. Placing greater emphasis on skill development.
 - (1) Increase interstate contacts.
- c. Implementing an intervention program to be used in working with parents and students.
 - (1) Improve parent involvement at all levels
- d. Developing a marketing/public relations program that will enhance the image of professional school counselors.
 - (1) Increase exposure to media.
 - (2) Provide training programs and materials to be used by school counselors at the local level.

Conference Policies

Colorado School Counselor Association

CSCA Conference Policies

Presenter Policy:

1. All conference presenters must submit program proposals through the Conference Chairperson or designated Conference Committee member.
2. Presentations are selected according to the timeliness of the topic, anticipated interest, innovative content, collaborative components, well-defined objectives and practical application of material.
3. Presenters are required to register for the conference. CSCA provides a reduced registration fee for presenters.
4. Presenters encouraging the solicitation of materials or services will not be accepted. Presenters who wish to sell materials must purchase exhibit space and confine promotional efforts to the exhibit area.
5. CSCA reserves the right to NOT accept a program to any company it deems inappropriate or at cross purposes to the association's mission. Additionally, CSCA reserves the right to interrupt any session in progress that is deemed objectionable and/or inappropriate.

Exhibitor Policy:

1. All exhibitors/sponsors must submit an application to exhibit through the Exhibitor Chairperson.
2. Exhibitors must register for the conference if they wish to attend workshops or presentations.
3. Exhibitors will NOT be given names, addresses, phone numbers, email addresses, or any other personal information of CSCA members or conference attendees. The CSCA Governing Board may rule in cases calling for exceptions to this policy.
4. CSCA reserves the right to NOT accept an exhibitor/sponsor of any company it deems inappropriate or at cross purposes to the association's mission. Additionally, CSCA reserves the right to terminate any exhibit that is deemed objectionable and/or inappropriate.

Student Volunteer Policy:

1. School counseling graduate students may apply to volunteer time/services at the state conference in exchange for attending the conference at minimal cost. Students must apply to the Conference Chairperson and/or CSCA President.
2. The CSCA Conference Committee shall determine the number of student volunteers needed for a state conference in any given year. The total number of students will be distributed equitably among all school counseling graduate programs in the state.
3. The CSCA Conference Committee shall determine the cost exchange for student volunteers. CSCA will not incur any conference costs associated with student volunteers.
5. School counseling graduate student volunteers will be accommodated on first come, first served basis. Counselor educators may appeal to the CSCA Governing Board in cases of economic hardship.

Fiscal Policies

Colorado School Counselor Association

CSCA Fiscal Policies

Reimbursement Policies:

1. Reimbursement requests are to be sent to the CSCA Treasurer with adequate documentation.
2. Mileage requests and telephone requests are to be submitted quarterly.
3. Budgeted amounts to be expended should follow the strategic plan that has been submitted and approved by the CSCA Executive Committee. If significant changes in expenditures of categories of budgeted dollars are needed, the Executive Committee must approve any expenditure over \$100.00.

Reimbursement Procedures:

1. All persons requesting reimbursement for CSCA expenses must submit an appropriate reimbursement form and necessary receipts, statements, etc.
2. All persons requesting reimbursement for mileage must submit a reimbursement form. Mileage is reimbursable if the distance traveled is more than 50 miles. Mileage is reimbursed at a rate of thirty cents (.30) per mile to and from Association Board meetings, committee meetings, or other association business IF it has been requested and appropriated in the budget.
3. Governing Board members who must travel more than 200 miles one way may request reimbursement for either plane fare or one night's lodging to attend Governing Board meetings. Plane fare reservations should be made in advance for the most reasonable rates and notification of intention to fly to the Governing Board meeting must be made to the CSCA President. Lodging allotment will be set for a maximum of sixty dollars, based on either single or double occupancy. Governing Board members are encouraged to share accommodations whenever possible.
4. All other transportation costs requested are funded for the amount not to exceed the mileage rate costs incurred at the thirty cents (.30) per mile rate if the distance would have been driven.

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Other Fiscal Policies:

1. CSCA will appropriate funds for the President and the President Elect (or their designee*) to attend the national Delegate Assembly of the American School Counselor Association. If CSCA has more than two delegates, CSCA will appropriate funds for the Past President and/or Executive Director (or their designee*) to attend the national Delegate Assembly of the American School Counselor Association. Funds shall cover the costs of airfare, accommodations, meals and other associated transportation costs.
2. CSCA leaders may not request reimbursement for the registration costs of the ASCA Annual Conference nor expenses incurred during the conference. CSCA leaders may not request funds if appropriated from other sources. If the budget does not allow for funding for the four officers mentioned above, then only the President and President Elect's expenses shall be appropriated.
3. CSCA will reimburse airfare and associated transportation costs for the President Elect to attend the ASCA Leadership Development Institute the year that he/she is President Elect. If the budget allows, the President's costs (including accommodations and meals) will be reimbursed also.
4. All officers attending conferences will be allocated budgeted amounts for hotel rooms based upon double occupancy, if applicable.

* Designee will be appointed by the CSCA Executive Committee.

Audit Policy

The Audit Committee will meet yearly to audit all funds and accounts of the Colorado School Counselor Association. The audit report, to be presented to the CSCA Board, shall contain among other information:

1. All funds and activities of the Colorado School Counselor Association.
2. A budget to actual spending comparison for each fund and activity.
3. The Audit Committee's opinion on the financial statements. If the opinion is anything other than unqualified, the reason must be explained.
4. A supplemental listing of all investments held by CSCA at the date of the financial statement.

The Audit Committee also shall make recommendations to the Governing Board and the Executive Committee concerning its accounting records, procedures and related activities as may appear necessary or desirable and shall perform such other related services as may be requested by the Governing Board and the Executive Committee.

The Audit report must be completed by and presented to the CSCA Governing Board at its fall meeting each year.

Colorado School Counselor Association

Executive Director Contract

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

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

Services to be performed:

1. Provide continuity.
2. Review by-laws and recommend revisions annually, as indicated.
3. Review Procedural Manual and recommend revision annually, as indicated.
4. Assist officers and chairpersons with annual conference/workshop planning.
5. Assist officers and committee chairs with information and coordination of services.
6. Serve as coordinator of public information - develop a network of public support for understanding of guidance and counseling goals and activities.
7. Assist in the coordination of CSCA leadership development.
8. Attend other meetings as an official representative of CSCA as requested by the CSCA President.
9. Maintain and store archives.
10. Serve as a member of the Executive Committee.
11. Serve as parliamentarian at all Governing Board meetings (*Robert's Rules of Order*).
12. Review annually the contract agreement with the President between the CSCA Governing Board and the Executive Director.
13. Shall serve as chair for the Nominations and Elections committee.
14. Shall serve on the Audit Committee.

Compensation

1. No salary shall be paid the Executive Director, but the Executive Director shall be reimbursed by CSCA for actual expenses incurred in execution of assigned services.

Term

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

Colorado School Counselor Association

Amendment of the Agreement

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

We do agree to the terms and conditions stated herein.

Executive Director

CSCA President