

# CASBO

# Manual of Procedures

Approved by the CASBO Board of Directors  
March 18, 2015  
Amended: June 10, 2017

## Contents

|                     |   |      |     |
|---------------------|---|------|-----|
| <b>Chapter I</b>    | CASBO by Design                                       | Page | 3   |
| <b>Chapter II</b>   | Board of Directors & Officers                         | Page | 7   |
| <b>Chapter III</b>  | Standing Committees                                   | Page | 21  |
| <b>Chapter IV</b>   | State Operational Committees                          | Page | 37  |
| <b>Chapter V</b>    | Professional Councils                                 | Page | 82  |
| <b>Chapter VI</b>   | Sections  | Page | 93  |
| <b>Chapter VII</b>  | Special Committees, Task Forces & Working Groups      | Page | 97  |
| <b>Chapter VIII</b> | Governance  | Page | 101 |
| <b>Chapter IX</b>   | Operational Policies                                  | Page | 140 |
| <b>Chapter X</b>    | Annual Conference and California School Business Expo | Page | 172 |
| <b>Chapter XI</b>   | Education Advocacy Foundation MOP                     | Page | 185 |
| <b>Chapter XII</b>  | Education Advocacy Foundation Bylaws                  | Page | 193 |
| <b>Chapter XIII</b> | CASBO Adopted Bylaws                                  | Page | 211 |
| <b>Chapter XIV</b>  | Handbooks*  | Page | 225 |

# **CHAPTER I: GOVERNANCE**

## **Section 1000**

### **ABOUT CASBO: WHO WE ARE AND WHAT WE DO....**

Academic success in California's K-14 schools is consistently found in the best-administered and most financially sound districts, county offices of education and community colleges. The California Association of School Business Officials, the foremost authority in school business, is dedicated to promoting this excellence and professionalism throughout the field of school business management.

A private nonprofit California corporation, CASBO is a statewide professional organization serving more than 4,000 members. Founded in 1928, it is the oldest statewide school administrators' organization in California. CASBO provides its individual, district and county office members with the best in expert professional development, influential advocacy, vital information and crucial networking opportunities. The association acts as a forum for sharing challenges, solutions, experiences and information throughout the state.

CASBO members are the voice of the industry and oversee all areas of school business management and operations, including finance, accounting, payroll, human resources, risk management, transportation, school nutrition, maintenance and operations, information technology, purchasing, school safety and school facilities. CASBO is the industry resource for every financial and operational facet of school business management.

## **1001 CASBO BY DESIGN**

### **Committed to Planning**

One thing CASBO knows for sure is that organizations that try to move forward without a plan for where they are headed are sure to fail. That's why CASBO's committed to long-term organizational planning, and we call our process CASBO by Design.

In very concrete ways over multiple plans, strategic planning has helped CASBO envision its future as a vibrant, significant association that supports – and advances – public education in California. Having a road map in the form of a long-term plan has allowed CASBO to remain focused on its unique mission, goals and objectives, and to respond effectively to a continually changing environment.

Over the years, the process has also allowed the association to make monumental changes, continue to grow and continue to increase its influence on public school advocacy and policy.

Strategic planning and goal setting is a way of life and is part of the culture of CASBO. Simply put, it's how the association does its work.



It's also a philosophy that provides the organization with a new life cycle every five years. It's a way to rejuvenate the association, to take a step back, observe the organization from many aspects and move the organization to another level. It's a method to which CASBO is committed, and the commitment to the process runs so deep that it is included in CASBO's Manual of Procedures (MOP).

### **Planning primer**

The work behind CASBO by Design will chart the course for the organization in coming years by establishing a mission and goals, listing the steps to be taken to achieve these aims, creating action plans to get there and, finally, implementing specific steps. Due to the depth and breadth of the philosophy, and the associated highly prescriptive procedures, organizational planning is more than a goal-setting mechanism, it's a belief system - a philosophy in which CASBO has invested.

What emerges from the philosophy and its prescriptive process is a living, breathing document that guides a group's key movements for approximately five years. Rather than being a dusty binder on a shelf in Sacramento, CASBO by Design is a road map that is driven by the grass-

roots participation of literally hundreds of the association's members who have volunteered at each step along the way.

### **Commitment to the Cambrian Model**

CASBO utilizes a model that is based on the Cambrian Model, formerly known as the Cambridge Model, and is a planning discipline specifically designed 30 years ago by experts for use in the education arena.

It's not a private-sector model, but rather is a model that was designed to help educators invent their own future.

The Cambrian Model starts with the establishment of belief statements for the organization. At the start of each five-year planning cycle, a committee made up of diverse CASBO members and professionals from outside the association meet to spell out the group's core beliefs, and to establish the areas of focus. The key strategies identified by the Planning Team are later passed on to Action Teams charged with creating the steps to meet these general goals. At this point, the entire plan is reviewed and approved by the board of directors. Another set of groups, the Implementation Committees, then do the legwork to make the goals a reality for members. Throughout the process, a facilitator monitors plan progress and keeps implementation on task.

The Cambrian Model also establishes an annual review process under which the chosen strategies are evaluated, and the timing for implementation of specific tasks can be adjusted based on real-time issues.

Another key to the Cambrian model is its requirement that the plan and its later implementation be driven by a large number and diverse cross-section of members. By its very nature, strategic planning calls for a grass-roots movement guided by the goals and needs of the membership, not the governance.

The grass-roots nature of the planning philosophy carries over to the implementation phase of the plan. It takes literally hundreds of CASBO members, along with the organization's staff, to implement each plan of action.

In addition to creating a living plan, the strategic planning model behind CASBO by Design ensures that no single official or member can alter the document based on personal objectives.

If it hasn't been spelled out in the plan, it's not up for consideration.

**Incredible outcomes:**

And the model works, as is evidenced by the successes that have come from CASBO's previous plans including: a focus on professional development and certifications for members, presence of the organization on the World Wide Web, establishment of a Sacramento-based staff, establishing autonomy among CASBO's far-flung membership sections, improved marketing of the organization, the hiring of in-house legislative advocates, the redefining of the association's governance structure and the creation of online learning opportunities.

CASBO by Design begins in the mind's-eye of planners and will then become a living document that literally guides the organization for a half-decade, providing both momentum and the vehicle for beneficial change.

**Our Mission Statement:**

As the recognized authority on California school business, CASBO is a member-driven association that promotes ethical values; develops exceptional leaders; advocates for, and supports the needs of, members; and sets the standard for excellence through top-quality professional development and mentorship, meaningful collaboration and communication and unparalleled innovation.

**Our Vision Statement:**

CASBO: The foremost authority in school business.

**Our Beliefs:**

We believe that public education is essential to a free and informed society.

We believe public trust requires personal and professional accountability and responsibility.

We believe that CASBO fosters leaders who model honesty, transparency, respect and integrity.

We believe that our members, their diversity and their contributions are essential to the overall success of the organization.

We believe that CASBO is member-focused and member-driven.

We believe that ongoing professional development promotes personal success and organizational excellence.

We believe that mentoring develops leaders, promotes growth and builds a tradition of success.

We believe that CASBO excels at providing expertise on issues relating to school business.

We believe that through political advocacy and action, we influence policymakers on school business and finance issues for the benefit of public education.

We believe in embracing change while honoring our traditions.

We believe in partnerships that promote student success.

We believe that the innovative use of technology is vital.

### **Our Objectives:**

To deliver world-class professional development, leadership development, professional certifications and mentorship opportunities.

To be the recognized leader and the preeminent legislative policy advocate for school business and finance.

To ensure that members recognize the value of membership by active participation and increased use of services.

To double the association's membership in the next five years.

### **Our Parameters:**

We will never lose sight of the value of membership and the importance of our members.

We will never compromise our ethical standards.

We will embrace diversity.

We will ensure that all members have an opportunity to participate.

We agree that all programs, practices, budgets and decisions must be aligned to the mission of CASBO.

We concur that 100 percent of CASBO leaders at the state, section, council and committee levels must support the mission and vision of CASBO.

We will not allow economic challenges to prevent us from striving for excellence.

# CHAPTER II: CALIFORNIA ASSOCIATION OF SCHOOL BUSINESS OFFICIALS

## Section 2000 BOARD OF DIRECTORS

### 2001 COMPOSITION

|            |   |
|------------|---|
| Chair      | President   |
| Members    | President-elect<br>Vice President<br>Immediate Past President<br>One director from each CASBO section<br>Associate Member Committee Chair |
| Ex-Officio | Chair of the Education Advocacy Foundation Board of Trustees<br>CEO & Executive Director  |

*Ex-Officio members are non-voting members of the Board of Directors.*

### 2002 QUALIFICATIONS

As stated in the CASBO bylaws, in order to qualify to hold a position as Section Director on the CASBO Board of Directors, the person must be a member or Honorary Life Member in good standing and meet the following requirements:

- A. Minimum of three consecutive years as a CASBO member in good standing.
- B. Minimum of two years as an officer, chair or assistant chair of a committee or council at the section level.
- C. Demonstrated awareness of and commitment to CASBO goals and objectives as defined in the current member-driven strategic plan.

### 2003 TERMS

Beginning in April 2011, terms for section director positions were staggered to allow continuity in leadership. The cycle is a three year term and is administered as follows:

Sacramento and Northern Section April 2011, and every three years thereafter;  
Eastern and Southern Section April 2012 and every three years thereafter;  
Central and San Diego/Imperial Section, April 2013 and every three years thereafter;  
Shasta Cascade Section, April 2014 and every three years thereafter.

#### **2004 VACANCIES**

When a vacancy occurs for any reason in a section position on the CASBO Board of Directors, the position shall be filled by a qualified CASBO member from that section on an interim basis until the next election of that section director position. The appointment shall be made by the CASBO President and ratified by the CASBO Board of Directors. Section leadership may recommend individuals for appointment by the CASBO President. The interim director is not precluded from subsequently being elected to that section director position for a full term.

#### **2005 ROLE OF BOARD OF DIRECTORS**

- A. Set direction
  - 1. Establish, implement and support the priorities of the member-driven strategic plan
  - 2. Ensure the budget adequately reflects the organization's strategic priorities
- B. Ensure necessary resources
  - 1. Ensure CASBO has the resources necessary to fulfill its mission
  - 2. Hire the CEO & Executive Director
  - 3. Enhance the organization's public standing
  - 4. Actively participate in fundraising activities as appropriate
  - 5. Work to ensure the board's composition reflects the strategic needs of the organization
  - 6. Ensure that any funds subject to restriction are expended only in accordance with those restrictions
  - 7. In the investment, acquisition, sale and management of the association's assets, avoid speculation, looking instead to the permanent disposition of those assets, considering the probable income, as well as the probable safety of the association's capital, and comply with all state and federal laws and regulations governing investments by nonprofit corporations qualified as tax-exempt public entities.

- C. Provide oversight
  - 1. Adopt procedures and policies to ensure proper financial oversight and ensure that they are implemented properly
  - 2. Oversee the activities of standing and operational committees and professional councils
  - 3. Adopt a conflict of interest policy and ensure all conflicts are reported and handled appropriately
  - 4. Ensure legal and ethical integrity and maintain accountability
  - 5. Determine and evaluate the organization's programs and services
  - 6. Support the CEO & Executive Director and ensure annual assessment of his or her performance
- D. Ensure sound leadership
  - 1. Participate actively in board meetings (regular and special) and the governance of the association
  - 2. Focus on governance, not management
  - 3. Ensure board decision making is focused on the best interests of the association, not on those of individual members or subgroups
  - 4. Ensure constant and transparent communication with the membership
  - 5. Identify and recruit new board members to strengthen the association
  - 6. Actively monitor board skill sets and needs, and provide ongoing training to all board members
  - 7. Conduct regular performance reviews of the board as a whole
  - 8. Ensure effective governance meetings via annual adoption of board meeting guidelines
- E. Establish policies
  - 1. Amend the bylaws as appropriate and submit to membership for approval
  - 2. Amend the Manual of Procedures as appropriate
  - 3. Adopt the annual budget as defined in the annual budget development policy and monitor adherence to the budget regularly
  - 4. Establish the dues structure
  - 5. Implement best practices in nonprofit association governance, management and operations
  - 6. Establish clear roles and responsibilities between the board and the CEO & Executive Director and staff via annual adoption of governance team protocols

7. Support transparency and openness to public scrutiny, and ensure compliance with laws governing public inspection of IRS Form 990 and exemption application

*Members of the Board of Directors have individual responsibilities as described within this chapter.*

*Each member of the CASBO Board of Directors must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.*

## **2006 PROCESS**

- A. Set direction
  1. Establish, implement and support the priorities of the member-driven strategic plan
  2. Ensure the budget adequately reflects the organization's strategic priorities
- B. Ensure necessary resources
  1. Ensure CASBO has the resources necessary to fulfill its mission
  2. Hire the CEO & Executive Director
  3. Enhance the organization's public standing
  4. Actively participate in fundraising activities as appropriate
  5. Work to ensure the board's composition reflects the strategic needs of the organization
  6. Ensure that any funds subject to restriction are expended only in accordance with those restrictions

## **2007 SERVICE AS A CORPORATE OFFICER AND BOARD MEMBER**

In accordance with established corporate law, only an individual person may hold a seat as an officer or member of a corporate board of directors during a specified term. In a nonprofit corporation like CASBO, regardless of whether the officer or board member is elected, appointed or serves in an ex-officio capacity, the board position does not belong to the appointing or electing source (members at large, section members or appointing officer). The board position belongs to the individual, and only that individual has the rights and responsibilities of a corporate officer or director during the term. Thus, a non-

director cannot step into the role of an officer or director and assume the powers and responsibilities attendant to the position.

A. Attendance

1. Upon assuming the position of a member of the board of directors, the expectation is for attendance at all regular and special meetings unless excused by the President in advance. If more than two meetings are missed and unexcused, the director shall be removed from the board of directors.
2. Personal attendance of individual board members at meetings of the Board of Directors is expected. Only through the full attendance and participation of individual board members during board meetings can the corporate board conduct its work effectively. If a member of the Board of Directors anticipates being absent at a meeting, he or she shall contact the CASBO President in advance of the meeting and provide a reason for the absence. The President shall present that reason to the board at the beginning of the meeting. In extreme circumstances an individual member may be granted special permission by the President to call into the meeting via telephone.

B. Absences from board meetings

1. Officer absences from board meetings
  - a. If an officer will be absent from a CASBO board meeting, no individual may serve in that officer's place at the meeting, and no guests may represent them at the meeting.
2. Section director absences from board meetings
  - a. If a section director will be absent from a CASBO board meeting, the section may choose to send, at its expense, a non-director to attend the board meeting as a guest in order to assist in maintaining effective communications. In this circumstance, the guest is not a director, and therefore his or her presence does not count toward the quorum requirement, and the non-director is not allowed to vote. Subject to any limitations established by the board, it is permissible, however, for the non-director to provide information on the absent director's views, participate in discussions, and report back to the absent director. The board

must be aware of the same confidentiality concerns that arise when any non-director attends a board meeting.

3. Associate member committee chair absences from board meetings

- a. If the Associate Member Committee Chair will be absent from a CASBO board meeting, he or she may choose to send, at committee expense, a non-director to attend the board meeting as a guest in order to assist in maintaining effective communications. In this circumstance, the guest is not a director, and therefore his or her presence does not count toward the quorum requirement, and the non-director is not allowed to vote. Subject to any limitations established by the board, it is permissible, however, for the non-director to provide information on the absent director's views, participate in discussions, and report back to the absent director. The board must be aware of the same confidentiality concerns that arise when any non-director attends a board meeting.

4. EAF chair absences from board meetings

- a. If the EAF chair will be absent from a CASBO board meeting, no individual may serve in that board member's place at the meeting, and no guests may represent them at the meeting.

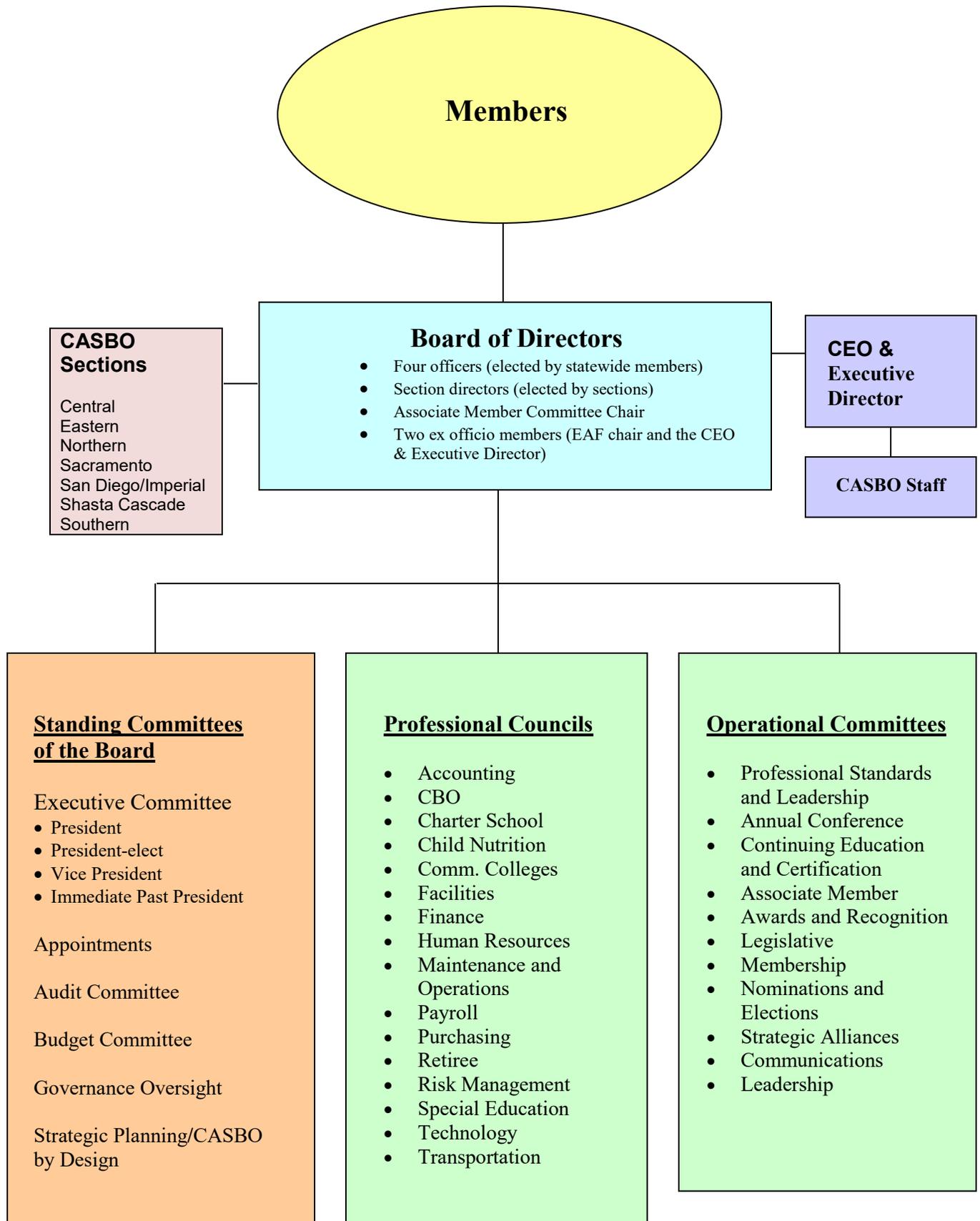
A. Prohibition on officers and directors voting by proxy

1. For the same reasons provided above, neither officers nor directors are allowed to vote by proxy.

B. Meetings using conferencing technology

1. The regular ongoing meetings of the corporate Board of Directors will normally take place in person. However, any meeting of the board, regular or special, may be held using current conferencing technology at the discretion of the CASBO President provided that the conferencing technology complies with Chapter VII of this Manual of Procedures; Governance Meeting Policies, Use of Technology.

**2008 CASBO ORGANIZATIONAL CHART**



## **2009 MEMBER RESPONSIBILITIES & TERMS**

### A. President

1. Responsibilities: As highest elected officer of the association, the President shall:
  - a. Serve as an active member of the following committees:
    - i. Board of Directors - Chair
    - ii. Executive Committee - Chair
    - iii. Education Advocacy Foundation Board of Trustees – Secretary-Treasurer
  - b. Collaborate with the CEO & Executive Director in planning and coordination of Executive Committee and Board of Directors meetings.
  - c. Maintain effective collaboration with the Executive Committee and CEO & Executive Director on association business between board meetings.
  - d. Collaborate with other professional educational associations, attending meetings as required.
  - e. Serve as CASBO's representative to the Education Coalition Leadership Council, or designate another CASBO officer when appropriate.
  - f. Serve as the Secretary-Treasurer of the CASBO Education Advocacy Foundation.
  - g. Serve as an official representative of CASBO in state and federal advocacy efforts as necessary and to the Association of School Business Officials, International (ASBO) by attending the ASBO annual meeting. An alternate will not be appointed if the president does not attend, and other officers attending will assume the duties of the president.
  - h. Attend, or have a member of the executive committee and/or the CEO & Executive Director attend, one or more section meetings in each of the sections on an annual basis. The goal of the President should be to attend one or more meetings in each section.
  - i. The President will hold no committee or council positions within CASBO for the duration of their term other than those delineated specifically in the manual of procedures or as approved by the

officers.

- j. Serve as authorized check signor for CASBO and the Education Advocacy Foundation.
- k. The President must sign the CASBO Conflict of Interest Policy statement. The policy and the signature page are contained in Chapter VII of this manual.
- l. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

2. The term of the office of President is one year.

B. President-elect

1. Responsibilities: As an officer of the association, the President-elect shall:

- a. Serve as an active member of the following committees:
  - i. Board of Directors
  - ii. Executive Committee
  - iii. Education Advocacy Foundation Board of Trustees
  - iv. Education Advocacy Foundation Legislative Committee
- b. Preside at Executive Committee and Board of Directors meetings in the absence of the president.
- c. Serve as a Trustee on the Board of Trustees for the CASBO Education Advocacy Foundation.
- d. Serve as CASBO's representative to the Education Coalition Leadership Council meetings as requested by the CASBO President.
- e. Appoint the chair of the Education Advocacy Foundation Board of Trustees (at the November board meeting) who will serve during the President-elect's term as President.
- f. Appoint one-year Annual Conference Volunteer Task Force of up to 12 active CASBO members to serve during his/her year as President.
- g. Serve as an official representative of CASBO in state and federal advocacy efforts as necessary and to the Association of School Business Officials, International (ASBO) by attending the ASBO annual meeting and ASBO leadership seminar. No alternate will be appointed for either event if the President-elect is unable to

attend.

- h. The President-elect will hold no committee or council positions within CASBO for the duration of their term other than those delineated specifically in the manual of procedures or as approved by the officers.
- i. The President-elect must sign the CASBO Conflict of Interest Policy statement. The policy and the signature page are contained in Chapter VII of this manual.
- j. Perform other functions for the association as assigned by the President or the Board.
- k. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

2. The term of the office of President-elect is one year

#### C. Vice President

1. Responsibilities: As an officer of the association, the Vice President shall:

- a. Serve as a member of the following committees:
  - i. Board of Directors
  - ii. Executive Committee
  - iii. Budget Committee - Chair
- b. Review and audit monthly check register.
- c. Review financial reports for submission to the Board of Directors prior to Board meetings.
- d. Working with the Budget Committee and CEO & Executive Director, collaborate in the development of the CASBO budget and all revisions to that budget, following the annual budget development calendar.
- e. Serve as CASBO's representative to the Education Coalition Leadership Council meetings as requested by the CASBO President.
- f. Serve as an official representative to the Association of School Business Officials, International (ASBO) by attending the ASBO annual meeting. No alternate will be appointed if the Vice President is unable to attend.
- g. The Vice President will hold no committee or council positions

within CASBO for the duration of their term other than those delineated specifically in the manual of procedures or as approved by the officers.

- h. Serve as host at the Annual Conference to official representatives from the Association of School Business Officials (ASBO) International.
- i. Serve as authorized check signor for CASBO.
- j. The Vice President must sign the CASBO Conflict of Interest Policy statement. The policy and the signature page are contained in Chapter VII of this manual.
- k. Perform other responsible functions of the association as assigned by the president or Board of Directors.
- l. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

2. The term of the office of Vice President is one year.

D. Immediate Past President

- 1. Responsibilities: As an officer of the association, the Immediate Past President shall:
  - a. Serve as a member of the following committees:
    - i. Board of Directors
    - ii. Executive Committee
  - b. Serve as an official representative of CASBO in state and federal advocacy efforts as necessary and to the Association of School Business Officials, International (ASBO) by attending the ASBO annual meeting. No alternate will be appointed if the Immediate Past President is unable to attend.
  - c. Serve as CASBO's representative to the Education Coalition Leadership Council meetings as requested by the CASBO President.
  - d. Serve as the liaison to the Associate Member Committee.
  - e. The Immediate Past President must sign the CASBO Conflict of Interest Policy statement. The policy and the signature page are contained in Chapter VII of this manual.
  - f. Perform other responsible functions for the association as assigned by the president or Board of Directors.



- b. Bring information and perspectives from the associate members, but act as a member of the CASBO corporate board in the best interests of the overall association.
  - c. Sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.
  - d. Perform other responsible functions for the association as assigned by the president or Board of Directors.
  - e. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.
4. The term of the Associate Member position serving on the Board of Directors is one year.

## **2010 APPOINTMENTS**

### A. Appointing authority

1. The Officers have specific appointing authority as provided in the bylaws and in this and other chapters of the Manual of Procedures.

#### **Committee Assistant Chairs**

- Annual Conference
- Associate Member
- Awards
- Communications
- Continuing Education & Certification
- Leadership
- Legislative
- Membership
- Professional Standards & Leadership

#### **Council Assistant Chairs**

- Accounting
- Charter School
- Child Nutrition
- Community Colleges
- Chief Business Officials
- ~~School~~ Facilities
- Financial Services
- Human Resources
- Maintenance & Operations
- Payroll
- Purchasing
- Retiree
- Risk Management
- Special Education
- Technology
- Transportation

### B. Additional appointments by the President

1. In addition to the various assistant chair appointments that the incoming President will make, he or she will also appoint a past CASBO President as Chair of the Education Advocacy Foundation to serve during his or her year as President.

### C. Additional appointments by the President-elect

1. In addition to the various assistant chair appointments that the incoming President-elect will make, he or she will also appoint the Annual Conference Volunteer Task Force and the Education Advocacy Foundation Chair, all of whom will serve their one-year terms when the President-elect becomes President.

# CHAPTER III:

## STANDING COMMITTEES

### Section 3000

Standing committees are subcommittees of and advisory to the CASBO Board of Directors and are created in the bylaws. Current standing committees are Executive Committee, Budget Committee, Audit Committee, Strategic Planning Committee/CASBO By Design, Governance Oversight Committee and Appointments Committee.

#### **3001 EXECUTIVE COMMITTEE**

##### A. Composition

|            |                          |
|------------|--------------------------|
| Chair      | President                |
| Members    | President-elect          |
|            | Vice President           |
|            | Immediate Past President |
| Ex-Officio | CEO & Executive Director |

*The four officers are voting members of the Executive Committee. The CEO & Executive Director is a non-voting member of the Executive Committee.*

##### B. Role of the Executive Committee

1. The Executive Committee is delegated the ongoing authority to act in the name of and on behalf of the CASBO Board of Directors during the interim periods between meetings of the board. The Executive Committee shall also:
  - a. Assist the president and other officers in the performance of their duties.
  - b. Perform other duties as determined by the Board of Directors.
  - c. Support the goals and objectives of CASBO as defined in the current membership-driven strategic plan.

C. Process

1. The Executive Committee shall endeavor to meet monthly in person or by conference call or other technology or at the request of the President and/or the CEO & Executive Director. Minutes of each meeting shall be taken by the CEO & Executive Director as necessary. Decisions by the Executive Committee shall be agreed upon by a majority of the committee. The committee's actions constitute official action when adopted during interim periods between meetings of the Board of Directors and when appropriate will be reported to and ratified by the Board of Directors.

**3002 BUDGET COMMITTEE**

A. Composition

|         |  |
|---------|--|
| Chair   | Vice President                                 |
| Members | Four members from the CASBO Board of Directors |

*The CASBO president shall appoint the four members of the Budget Committee and the CASBO Board of Directors shall ratify the appointments.*

*The terms of the members of the Budget Committee shall be for one year.*

B. Role of the Budget Committee

1. In accordance with the annual budget development calendar, develop and propose CASBO's annual budget for the upcoming fiscal year to the Board of Directors.
2. Provide regular oversight of the CASBO budget on behalf of the Board of Directors.
3. Make regular reports to the Board of Directors on the condition of the budget and CASBO's financial condition, including cash flow.
4. Perform other duties as determined by the CASBO Board of Directors.
5. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

### **3003 AUDIT COMMITTEE**

#### A. Composition

Chair           A member of the CASBO Board of Directors  
*appointed by the President*

Members       Three members of the CASBO Board of Directors  
*appointed by the President*

*Appointments by the CASBO President to the Audit Committee shall be ratified by the CASBO Board of Directors. The Vice President may not be a member of the Audit Committee.*

*The terms of the members of the Audit Committee shall be for one year.*

#### B. Role of the Audit Committee

1. Provide independent and critical oversight of the annual audit, which will include an audit of the funds of one-third of the sections each year on a rotating basis, to be included as part of the CASBO audit.
2. Oversee the hiring, setting of compensation and activities of the association's auditor.
3. Report to the Board of Directors as appropriate.
4. Review the annual audit and forward a report with Audit Committee recommendations to the Board of Directors.
5. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

## **3004 STRATEGIC PLANNING TEAM/CASBO by Design**

### A. Composition

**Internal Facilitator** An internal facilitator as described below will be appointed by the sitting CASBO President for a term of no less than five years. The appointment shall be ratified by the CASBO Board of Directors.

**Members** It is recommended that the team will consist of the following individuals and representatives, totaling no more than 35 members. As much as possible, the team will represent the diversity of CASBO in the areas of experience, age, gender and ethnicity. The recommended composition is as follows:

- One past president of CASBO
- One member of the CASBO Executive Committee
- Representatives from seven of the CASBO sections
- Four representatives from the various CASBO operational committees
- Five representatives from the various CASBO professional councils
- Executive Director of CASBO
- CASBO Officers, Ex Officio Members
- Two associate members of CASBO

Other members for consideration:

- Current school board member
- Current school district or county superintendent
- Individuals who are not members of CASBO, but who are from allied or related organizations or the broader community

CASBO will actively recruit team members through its publications and social media outlets. *All appointments to the team shall be made by the CASBO President and Executive Director and ratified by the Board of Directors.*

B. Qualifications

1. The sole qualification for membership is that each person must be a person of good will who is willing to make decisions by consensus and to subordinate their personal or special interests to the good of the organization. When individuals serve on the committee, they represent themselves and no one else, even though they were appointed from a specific constituent group.

C. Terms: Three to five years

1. Terms of the team shall be continuous, until resignation or replacement by appointment of the CASBO President and Executive Director.

D. Vacancies

1. As vacancies occur, the officers will consider approval of new members to ensure continued representation.

E. Role of the Strategic Planning Team/CASBO by Design

1. The role of the Strategic Planning Team/CASBO By Design shall be to work closely with the CASBO Board of Directors in the development and execution of the association's strategic plan.

F. Definition of Strategic Planning

1. The CASBO Board of Directors has adopted the concept of strategic planning. By definition, "strategic planning" is the means by which the association continually recreates itself toward extraordinary purpose. Implicit in this definition is the concentration of all efforts, resources, activities and energies toward a single goal.
2. The purpose of strategic planning is to guide decisions about the future. Each strategic plan will guide the association for a period of three to five years. The plan is formulated by the combined expertise within the organization. Strategic planning emphasizes common interest rather than special interest, and it seeks agreement rather than majority rule. The essence of the plan is the identification of specific desired results to which all the effort and activity of the organization will be dedicated. CASBO members are involved in all stages of the planning process.

G. Methodology

1. The Board of Directors has previously approved a modified version of the Cambridge Model by Dr. William Cook for strategic planning for the association known as The Cambrian Model. The methodology is a

combination of both a process and a discipline. Prior to each new plan, the Board will review other methods for strategic planning for future consideration.

2. The activities in the process specified will be conducted at the appropriate time. The internal facilitator may participate in the required Cambridge training at the expense of the association. The internal facilitator will work with the President and the Executive Director to ensure the strategic planning methodology is followed.
3. The Strategic Planning Team/CASBO By Design is the primary work group and advisory group in developing the plan. Work of the Strategic Planning Team/CASBO By Design should strive to follow the process and discipline spelled out in the Cambridge model. CASBO's success will be determined in part by how true the organization stays to the model. Following the model, the Strategic Planning Team/CASBO By Design meets initially for development of a new plan to recommend to the Board of Directors and subsequently to review the progress of the plan. Action teams comprised of volunteer members review the plan and recommend to the Strategic Planning Team specific steps necessary to implement the plan. Once those steps are reviewed by the Strategic Planning Team/CASBO By Design, the Board of Directors reviews and approves a final list of implementation steps. The plan is developed by consensus. The Strategic Plan, action plans (implementation steps), and the results of the annual reviews come to the Board of Directors with a recommendation for approval. With final approval of the overall plan and specific implementation steps, implementation teams will be formed for actual implementation of the steps.
4. Each year, the Strategic Planning Team/CASBO By Design convenes to evaluate the progress of the association in following the plan and to recommend to the Executive Director priorities for the coming year. The Executive Director will analyze those recommendations and various other priorities of the Board of Directors and make a recommendation to the Board of Directors on which issues and resources will be the focused priorities of the association during the following year. The Board of Directors will review and approve the final strategic priorities. Progress on

the plan's implementation will be incorporated into the agendas of scheduled meetings of the Board of Directors.

#### H. Implementation teams

1. The CASBO Board of Directors and the Executive Director are charged with the overall responsibility for implementation of the strategic plan. In order to execute the strategic plan, the Board of Directors will assign each strategy to a team of members charged with the responsibility of implementing their assigned action plans. Each implementation team will serve as a CASBO state operational committee governed according to the MOP.

#### I. Implementation team responsibilities

1. The implementation teams are charged with taking the steps in the action plans for each strategy or working with existing groups or individuals in the organization to carry out those steps.
2. For each Strategic Plan, these state operational committees include:
  - a. Leadership
    - i. The role of this team will be to implement the governance action plan. This implementation team will consist of the CASBO members as approved by the Board of Directors.
  - b. Marketing/Communications
    - i. This implementation team will serve as a resource for providing input and feedback to CASBO staff on marketing and communication activities. The team membership should be geographically diverse.
  - c. Membership
    - i. This implementation team will serve as a resource for providing input and feedback to CASBO staff on membership activities. In addition, the team will play the lead role in executing member-driven membership recruitment and retention efforts. The team will consist of the two members of the CASBO Board of Directors, a representative of the Awards Committee and other members as approved by the Board of Directors. The team membership should be geographically diverse. At the discretion of the Board of

Directors, this team may also serve as the Membership Committee as provided in Chapter III of this manual.

d. Professional Development

- i. This implementation team will be the professional development coordinating committee and will consist of the chairs of the Annual Conference Committee, the Professional Standards & Leadership Committee and the Continuing Education & Certification Committee, a representative from the CBO training program oversight committee, a representative drawn from section leadership, an associate member and one or two members chosen at-large. This team will coordinate assignment of the action steps and monitor the work of the council and the three committees.

e. Legislative

- i. The role of this team will be to implement the advocacy action plan. This implementation team will be the Legislative Committee.

f. Implementation team membership

- i. In addition to their existing chairs and vice chairs, each team will have a chair and a CASBO by Design liaison appointed by the President and Executive Director in consultation with the strategic plan facilitator and will have an executive staff member(s) assigned to it. Appointments will be made by the President and Executive Director in consultation with the strategic plan facilitator. Implementation teams may include action team members.

g. Implementation team reporting

- i. Each year the implementation teams will be expected to provide a report to the planning team and Board of Directors. The Executive Director and strategic plan facilitator will convene an annual meeting of the chairs of the implementation teams to facilitate the preparation of this report. The chairs of the implementation teams will report to the planning team at its annual update session. The

Executive Director and strategic plan facilitator will report to the board regularly on progress in implementing the plan.

- h. Strategic planning: Sections, Councils & Committees
  - a. The strategic plan provides common direction for CASBO. Sections, committees and councils may develop plans that complement the CASBO strategic plan. Such plans must:
    - Be consistent with the organization's plan;
    - Actively contribute to achieving the mission, goals, objectives and strategies in the organization's plan;
    - Focus on pressing needs to be addressed by the particular section or committee.
  - i. Section, committee and council plans will ideally follow the approved model (as summarized above) and be based on the beliefs and parameters in the organization's plan. Each such plan will include a specific mission statement, objectives, tactics and action plans. Section, committee and council plans will be submitted to the Executive Director for approval and forwarded to the Board of Directors for information.

#### J. Strategic Plan Facilitator

1. Purpose
  - a. To act as CASBO's facilitator for the strategic planning process.
2. Responsibilities
  - a. Ensure that the approved model is utilized for CASBO's Strategic Plan.
  - b. Work with the President, Board of Directors and Executive Director to ensure that the elements of the Strategic Plan are implemented.
  - c. Ensure that all meetings are scheduled by coordinating with CASBO staff.
  - d. Act as the liaison between the CASBO Board of Directors and the members of the Strategic Planning Team.
  - e. Work directly with the CASBO President and Executive Director to keep the membership fully informed about the activities in conjunction with the Strategic Plan.
  - f. Ensure that the appropriate Strategic Planning Team appointments are made.

- g. To ensure a successful transition between facilitators, the current facilitator, during his or her final year in the position, will assist the President and the Executive Director in the selection of the incoming facilitator who, once selected, will work with the current position holder for approximately one year.
  - h. Ensure that the incoming Strategic Plan facilitator attends training as requested or required.
  - i. Work carefully with the incoming Strategic Plan facilitator to ensure full preparation to take over the commitment of the appointment.
  - j. Attend CASBO Board of Directors meetings as required to keep the Board updated on the activities of the Strategic Planning Team. Provide written reports as well.
  - k. Attend appropriate CASBO events as a participant and presenter.
  - l. Work with the Executive Director to annually prepare a comprehensive report of the activities of the Strategic Plan Team to be delivered to CASBO members.
  - m. Assist section boards, professional councils and committees on strategic planning.
  - n. Work with any CASBO partnership ventures involving strategic planning.
  - o. Attend follow-up training as necessary.
  - p. Sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.
3. Qualifications
- a. Broad understanding of the role of CASBO, its mission and activities.
  - b. Willingness to attend training for the approved model for strategic planning.
  - c. Demonstrated ability to plan, organize and coordinate the activities of large support groups.
  - d. Demonstrated ability to facilitate meetings effectively while working with diverse groups.
  - e. Demonstrated support for the strategic planning process and CASBO's strategic plan.

4. Method of appointment
  - a. Presidential appointment, in consultation with the Executive Director, with ratification by the CASBO Board of Directors.
5. Term of office
  - a. The term of office shall be no less than five years, the first year of which will overlap with the outgoing Strategic Plan Facilitator.
6. Expense reimbursement
  - a. The strategic plan facilitator position is a volunteer position.
  - b. CASBO will reimburse all approved and budgeted expenses related to the facilitator's work on the strategic plan.

## **3005 GOVERNANCE OVERSIGHT COMMITTEE**

### A. Composition

- Chair Selected by the CASBO President as needed from the membership of the committee for a term of one year
- Members Three members appointed by the CASBO President as needed from the membership of the CASBO Board of Directors

*Appointments to the Governance Oversight Committee will be for one year. Only sitting board members may serve on the Governance Oversight Committee.*

### B. Vacancies

1. If a vacancy occurs for any reason, including the end of a term on the Board, the sitting President shall appoint a member of the Board of Directors to fill the vacancy for the remainder of the term.

### C. Role of the Governance Oversight Committee

1. Reviewing existing bylaws and policies and making appropriate recommendations to the Board of Directors for updates and changes.
2. Conducting periodic reviews of governance documents to ensure they are current and in alignment with the CASBO bylaws, Manual of Procedures, strategic plan, association best practices and current law.
3. Ensuring ongoing assessment of the association's governance needs and making recommendations to the Board of Directors as appropriate.
4. Ensuring ongoing assessment of board effectiveness and providing ongoing review and recommendations to enhance the Board of Directors' operations and practices.
5. Ensuring consistent application and adherence to the bylaws, policies, Code of Ethics and Conflict of Interest Statement at all levels of the association.
6. Addressing and responding to concerns related to association governance and member conduct.
7. Assists in identifying skills and areas of expertise needed by the board based on the association's mission and strategic plan.

8. Actively seeking out, cultivating and recruiting board prospects, encouraging all board members to contribute ideas, connections and time to this effort.
9. Providing orientation and mentoring for new board members.
10. Working with President and CEO & Executive Director to promote ongoing learning and growth of all board members.

*The committee will meet as needed upon direction from the officers and Board of Directors.*

## **3006 APPOINTMENTS COMMITTEE**

### A. Composition

- Chair           Appointed by the CASBO President from the membership of  
CASBO Board of Directors
- Members       Two members appointed by the CASBO President from the  
membership of the CASBO Board of Directors

*Appointments to the Appointments Committee will be for one year. Only sitting board members may serve on the Appointments Committee.*

### B. Vacancies

1. If a vacancy occurs for any reason, including the end of a term on the Board of Directors, the sitting President shall appoint a member of the Board of Directors to fill the vacancy for the remainder of the term.

### C. Role of the Appointments Committee

1. The Appointments Committee shall evaluate applications for appointment to State Operational Committees and State Professional Councils, certify qualified candidates, and forward the names of all qualified individuals for consideration for appointment.

### D. Process of the Appointments Committee

1. The Appointments Committee will work with CASBO staff to ensure the development of an application to be used by interested CASBO members who are seeking an appointment to one or more state committees or professional councils. The application will be universal for all CASBO appointments.
2. The application process will include the ability to complete an application on the CASBO Web site year-round.
3. Committees, professional councils and other organizational subgroups may recommend individuals for appointment via the appointments committee process.
4. Appointment qualifications will be placed on the CASBO Web site.
5. Information on the application will include: name, professional and educational history, CASBO involvement, references, indication of appointment(s) being sought by the applicant. Additional information may

be included on the application.

6. Minimum requirement for all applicants: active current CASBO membership for one year.
  7. During the fall of each year, the committee will work with staff to identify and publicize which positions are available for appointment the following year. The committee will, establish deadlines and collect applications and verify whether or not the applicant meets the requirements for the position being sought.
  8. The committee will forward the names and other information of all qualified applicants to the appropriate CASBO officer who, in consultation with the Executive Director, will complete his or her appointments in time for ratification by the Board of Directors at its April or June meeting.
- E. Strategic objectives of the appointments process
1. The appointments process is intended to ensure not only that qualified members are identified and provided opportunities to serve and share their expertise, but also that the membership of the association's committees, councils and task forces (subgroups) contain a representative cross-section of the individuals who make CASBO the organization that it is. The goal is not to have representation from every subgroup within CASBO on every other subgroup. Rather, the intent is that subgroups, when taken individually and as a whole, are representative of the organization's great diversity. The involvement of members with a variety of experience, professional expertise, geographic location, length of time in the profession, length of time as an association member, and more, fosters a wide range of viewpoints and ensures that decisions reached at every level of CASBO are achieved through lively, thoughtful and constructive discussion from a variety of perspectives.
  2. In addition, it is important to note that the Manual of Procedures holds the Board of Directors and Executive Director jointly responsible for the implementation of the organization's strategic plan. Inasmuch as the various subgroups of the association, as well as its professional staff, are responsible for carrying out specific elements of the strategic plan, it is important that the CASBO officers draw on the unique organizational perspective of the Executive Director while making their appointments to these subgroups.

3. In the end, the organization's subgroups should be places where CASBO members want to serve, and where the best minds in school business come together for the overall purpose of continual improvement in public education.

# **CHAPTER IV: STATE OPERATIONAL COMMITTEES**

## **Section 4000**

State operational committees focus on key areas of CASBO operations that require the expertise of CASBO members. These committees are established by the CASBO Board of Directors which will also define each committee's purpose, membership and procedures in this chapter to ensure that each committee's work remains consistent with the CASBO strategic plan. All state operational committee are advisory to the CASBO Board of Directors.

Current operational committees of CASBO are Professional Standards and Leadership, Annual Conference, Continuing Education & Certification, Associate Member, Awards, Membership, Nominations and Elections, Strategic Alliances, Legislative, Communications and Leadership.

Policies relating to the Legislative Committee are found in the Manual of Procedures of the Education Advocacy Foundation.

# Professional Standards and Leadership Committee

## Members include representatives from:

- Chair (1)
- Assistant Chair (1)
- Immediate Past Chair (1)
- Continuing Education and Certification (1)
- Annual Conference (1)
- CBO Professional Council (1)
- Associate Member Committee (1)
- Members-at-large (5)

### Annual Conference Committee

- Annual Conference Sessions/Content
- Pre-Conference Sessions in collaboration with Continuing Education and Certification Committee
- Professional Council Mentoring and Collaboration
- Quality Control, Review and Authorization of Professional Council Information Resources

### Continuing Education and Certification Committee

- Regional Workshops
- CBO Symposium
- CBO Bootcamp
- Executive Series
- Leadership Training
- CBO Training Program
- Certification Programs
- Speaker Development Courses
- Pre-Conference Sessions in collaboration with Annual Conference Committee
- Certificate Programs

## **4001 PROFESSIONAL STANDARDS & LEADERSHIP COMMITTEE**

### A. Composition

|                      |   |
|----------------------|---|
| Chair                | Prior-year Assistant Chair  |
| Assistant Chair      | CASBO member appointed by the incoming CASBO President-elect  |
| Immediate Past Chair | Prior-year Chair  |
| Members              | Committee members shall be appointed for three-year terms by the CASBO President on a rotational basis so that each President appoints no more than one-third of the positions. Committee membership shall consist of the following: <ul style="list-style-type: none"><li>• One representative from the Continuing Education &amp; Certification Committee</li><li>• One representative from the Annual Conference Committee</li><li>• One representative from the CBO Professional Council</li><li>• One representative from the Associate Member Committee</li><li>• Five at-large CASBO member appointments</li></ul> |

*The associate member position is an ex-officio non-voting position.*

### B. Qualifications

1. The following qualifications are in addition to qualification outlined in the CASBO bylaws. As this committee implements the strategic vision for CASBO's entire professional development program, its members shall have demonstrated experience in developing and/or presenting courses in the school business field, shall have demonstrated strong leadership and organizational skills including the development and integration of divergent programs, and shall be identifiable leaders within CASBO at the state and/or section levels.

2. Individuals who are appointed assistant chair of the committee must be a current or former member of the committee for at least one year prior to assuming the office as assistant chair.
3. The chair of the committee must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.

C. Committee organization

1. The committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year and will take office immediately following the annual conference. A new assistant chair will be appointed for a one-year term by the incoming President-elect. At the end of the chair's one-year term, he or she will become immediate past chair for one year.
2. In the event that a chair position becomes open prior to the end of a term, the assistant chair shall be elevated to the position of chair for the remainder of that term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were appointed.
3. In the event of a vacancy in an assistant chair position, the CASBO President-elect shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

D. Purpose

1. The Professional Standards & Leadership Committee is charged with governance oversight of the most significant programs central to the CASBO's mission as defined in the association's strategic plan. The committee operates under the auspices of the Board of Directors and has oversight and coordinating responsibilities with the Annual Conference

Committee and the Continuing Education and Certification Committee. The committee is responsible for ensuring that all CASBO professional development programs are of the highest quality in both content and presentation, ensuring maximum benefit for program participants.

E. Role

1. Develop and recommend for approval new professional development and certification programs.
2. Ensure the quality of new and current program curriculum.
3. Ensuring articulation among and between programs.
4. Implementing the association's vision for the overall direction of CASBO's professional development and certification programs as set forth in the strategic plan.
5. Oversee the activities of the Annual Conference Committee and the Continuing Education & Certification Committee to ensure program quality and consistency with the overall professional development plan of CASBO.
6. Provide for programs that are designed to grow the leadership pool within CASBO to the benefit of California's students and schools, and for the professional and personal growth of members.
7. Recommend to the CASBO Board of Directors policies and governance issues that affect the professional development programs of CASBO and the organization as a whole.
8. Champion professional development as a critical element in career development for school business employees of all levels.
9. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

F. Committee Chair

1. The committee chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.
2. Provides quarterly written reports to the CASBO Board of Directors on committee activities.
3. Attends Board of Directors meetings as requested to present additional information and engage with the Board.
4. Submit the committee's master calendar for the year to the CASBO Board

of Directors 30 days before the June board meeting. (See “Approval of Scheduled Meetings” in the Governance Group Meeting Policies in Chapter IX of this manual.)

G. Process

1. The committee will hold up to six meetings each year in accordance with association governance meeting policies.

H. Committee budget

1. The committee budget will be set by the CASBO Board of Directors and all committee expenditures and activities will conform to CASBO policies and practices.

## **4002 ANNUAL CONFERENCE COMMITTEE**

### A. Composition

|                      |  |
|----------------------|--|
| Chair                | Prior-year Assistant Chair   |
| Assistant Chair      | CASBO member appointed by the incoming CASBO President-elect   |
| Immediate Past Chair | Prior-year Chair   |
| Members              | Committee members shall be appointed for a one-year term by the CASBO President on a rotational basis so that each President appoints no more than one-third of the positions. Committee membership shall consist of the following: <ul style="list-style-type: none"><li>• One representative from each professional council who is either the current chair or a past chair of the corresponding council at the time of appointment</li><li>• One representative from the Associate Member Committee</li></ul> |

*The associate member position is an ex-officio non-voting position.*

*The chair of the Annual Conference Volunteer Task Force shall serve as liaison to the committee during his or her term on the task force. The chair of the Continuing Education & Certification Committee shall designate a member of that committee to serve as a liaison to the Annual Conference Committee for a term of one year.*

### B. Committee Organization

1. The committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year and will take office immediately following the annual conference. A new assistant chair will be appointed for a one-year term by the incoming President-elect. At the end of the chair's one-year term, he or she will become immediate past chair for one year.

2. In the event that a chair position becomes open prior to the end of a term, the assistant chair shall be elevated to the position of chair for the remainder of that term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were appointed.
3. In the event of a vacancy in an assistant chair position, the CASBO President-elect shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

C. Committee purpose

1. To ensure that the educational sessions at the annual conference are of the highest quality and continue the conference's reputation as the premier professional development event of the year for school business officials. The committee also collaborates with and mentors all professional councils. The Annual Conference Committee operates under the auspices of the Professional Standards & Leadership Committee.

D. Role

1. The committee will develop, document, and ensure presentation of educational sessions at the annual conference.
2. The committee will plan and coordinate pre-conference sessions in collaboration with the Continuing Education & Certification Committee and staff.
3. The committee will assist, mentor and collaborate with professional councils to ensure they are active and vibrant parts of CASBO.
4. The committee will review professional council activities designed to highlight each council's area of expertise and dissemination of information concerning best practices in each of the professional disciplines.
5. The committee will support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

E. Assistant Chair appointments

1. The appointment of the assistant chair is the responsibility of the incoming CASBO President-elect. The appointee shall be an active CASBO member at the state and section level, a current or former member of the committee, a person who has demonstrated skills as an excellent communicator and who has participated in CASBO professional development activities as a recipient and as a presenter. Individuals who are appointed assistant chair of the committee must be a current or former member of the committee for at least one year prior to assuming the office as assistant chair. The appointee shall support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

F. Committee members

1. Committee members shall support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

G. Committee Chair responsibilities

1. Provide leadership and coordinate the activities of the committee.
2. Provide quarterly written reports to the CASBO Board of Directors on committee activities.
3. Attend Board of Directors meetings as requested to present additional information to and engage with the Board.
4. Submit the committee's master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting. (See "Approval of Scheduled Meetings" in the Governance Group Meeting Policies in Chapter IX of this manual.)
5. Appoint from the membership of the committee a liaison to the Continuing Education & Certification Committee for a term of one year.
6. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.
7. Review, sign and forward to the CASBO office for payment all reimbursement claims from committee member attendance at meetings in accordance with CASBO policies.
8. The committee chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.

H. Liaison to the Continuing Education & Certification Committee

1. Duties include:

- a. Attending meetings of the Continuing Education & Certification Committee.
- b. Ensure open communication and continuity between the two committees.

I. Committee process

1. The committee will provide reports as required by the Board of Directors.

J. Committee budget

1. The committee budget will be set by the CASBO Board of Directors and all committee expenditures and activities will conform to CASBO policies and practices.

## **4003 CONTINUING EDUCATION & CERTIFICATION COMMITTEE**

### A. Composition

|                      |  |
|----------------------|--|
| Chair                | Prior-year Assistant Chair   |
| Assistant Chair      | CASBO member appointed by the incoming CASBO President-elect   |
| Immediate Past Chair | Prior-year Chair   |
| Members              | Committee members shall be appointed for three-year terms by the CASBO President on a rotational basis so that each President appoints no more than one-third of the positions. Committee membership shall consist of the following: <ul style="list-style-type: none"><li>• One representative from each CASBO Section</li><li>• One representative from the Associate Member Committee</li></ul> |

*The associate member position is an ex-officio non-voting position.*

*The chair of the Annual Conference Committee shall designate a member of that committee to serve as a liaison to the Continuing Education & Certification Committee for a term of one year.*

*The CASBO President shall appoint to the committee a non-voting liaison from the Fiscal Crisis & Management Assistant Team (FCMAT) and the California Department of Education if those organizations wish to participate. These liaison positions shall have a term of one year.*

### B. Committee organization

1. The Continuing Education & Certification Committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year. A new assistant chair will be appointed for a one-year term by the incoming CASBO President. At the end of the

chair's one-year term, he or she will become immediate past chair for a one-year term.

2. In the event that a chair position becomes open prior to the end of a term, the position shall be filled by the assistant chair for the remainder of the term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were elected.
3. In the event of a vacancy in an assistant chair position, the CASBO President shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.
4. If a section position becomes vacant prior to the end of a member's term, the sitting CASBO President may appoint a replacement to complete the term or, if there is less than six months remaining in the term, he or she may wait to allow the next President to make the appointment for the remainder of the term or for a new term.

#### C. Qualifications

1. The appointment of the assistant chair is the responsibility of the incoming CASBO President. The appointee shall be an active CASBO member at the state and section level, a current or former member of the committee, a person who has demonstrated skills as an excellent communicator and who has participated in CASBO professional development activities as a recipient and as a presenter. Individuals who are appointed assistant chair of the committee must be a current or former member of the committee for at least one year prior to assuming the office as assistant chair. The appointee shall support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

2. The following committee member qualifications are in addition to qualifications outlined in the CASBO bylaws. Members of the committee shall exhibit demonstrated leadership skills, expertise in one or more fields related to school business, knowledge of curriculum and workshop development, and effective presentation skills and procedures. Committee members shall have been active CASBO members for at least one-year prior to their appointment and shall support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

D. Terms

1. The term of committee members is three years. The associate member shall serve a one-year term.

E. Committee purpose

1. The purpose of the Continuing Education & Certification Committee is to develop and provide specific training and education programs in the area of school business. The committee operates under the auspices of the Professional Standards & Leadership Committee.

F. Committee objectives

1. To provide a leadership role in the area of school business services through the development and operation of best-in-class training and education programs.
2. To ensure that CASBO is the leader in providing training and education in school business and support service functions in the educational community.
3. To develop training programs that compliment other CASBO training and educational activities such as section or Annual Conference workshops.
4. To work with CASBO professional councils and other entities in the development of curriculum for CASBO trainings.
5. To collaborate with CASBO staff on the development of educational content for regional workshops, CBO Symposium, CBO Boot Camp, CBO Training, Leadership Seminar, Executive Series Workshops, and other sessions as appropriate.
6. To collaborate with CASBO staff on the development and execution of CASBO certification programs.

7. The committee will plan and coordinate pre-conference sessions in collaboration with the Annual Conference Committee and staff.
8. To support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

G. Committee Chair responsibilities

1. Provide leadership and coordinate the activities of the committee.
2. Provide leadership on the development of new professional development programs in collaboration with the Professional Standards & Leadership Committee.
3. Provide for constant review, evaluation, updating and expansion of current program offerings, materials and curriculum.
4. Review, sign and forward to the CASBO office for payment all reimbursement claims from committee member attendance at meetings in accordance with CASBO policies.
5. Appoint from the membership of the committee a liaison to the Annual Conference Committee for a term of one year.
6. Perform other duties as requested by the CASBO President.
7. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.
8. Submit the committee master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting. (See “Approval of Scheduled Meetings” in the Governance Group Meeting Policies in Chapter IX of this manual.)
9. Provide quarterly written reports to the CASBO Board of Directors on committee activities.
10. Attend Board of Directors meetings as requested to present additional information to and engage with the Board.
11. The committee chair must sign the CASBO Conflict of Interest Policy statement. The policy and the signature page are contained in Chapter VII of this manual.

H. Assistant Chair responsibilities

1. Assist the chair in the performance of his or her duties.
2. Complete in a timely manner, all tasks assigned by the committee chair.
3. Perform the duties of the chair when required or assigned to do so.
4. Attend and participate in committee meetings.

5. Be responsible for development and coordination activities for specifically assigned workshops.
  6. Perform duties as assigned by the chair.
  7. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.
- I. Committee member responsibilities
1. Assist the chair and assistant chair in the performance of assigned duties.
  2. Provide continuity and assistance to the chair and assistant chair, particularly during the time of transition from assistant chair to chair.
  3. Perform all tasks assigned by the chair.
  4. Be responsible for development and coordination activities for specifically assigned workshops.
  5. Attend and participate in committee meetings.
  6. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.
- J. Liaison to the Annual Conference Committee
1. Attending meetings of the Annual Conference Committee.
  2. Ensure open communication and continuity between the two committees.
- K. Fiscal Crisis & Management Assistant Team (FCMAT) and the California Department of Education (CDE) liaisons
1. Attending meetings of the Continuing Education & Certification Committee.
  2. Ensure open communication and continuity between the Continuing Education & Certification Committee and FCMAT and CDE.
- L. Curriculum development
1. Every curriculum offering shall be based on the objectives of the professional development program.
  2. The committee will determine if the skills and abilities required for successful performance are covered in the curriculum for each training or educational program that is developed. Professional councils may be requested to participate in the development of curriculum or coordinate the development of the curriculum for such programs.
  3. Curriculum for training and educational programs may be prepared by outside contractors once the program objectives have been developed and approved by the committee.

4. CASBO staff coordinates the provisions of all consultants and contractors.

M. Determination of training providers

1. Program instructors may be selected from CASBO membership, colleges, universities, county offices of education, various state agencies, retired and currently employed school business officials and others. Instructors must meet CASBO quality standards and be able to teach in the area of curriculum for the training or educational program component.
2. Approved instructors for training programs may be paid and reimbursed for expenses consistent with CASBO policy.

N. Evaluation

1. The committee will collaborate with CASBO staff on:
  - a. Selecting, training, observing and evaluating presenters and training program sessions.
  - b. Evaluating training and educational program curricula.
  - c. Annually reviewing evaluation methods.
  - d. Maintaining a record of the evaluations.
2. Instructors shall be evaluated by the participants in each program class. All evaluations are to be based on the written objectives of the training and educational programs. Continued use of instructors shall depend upon satisfactory evaluations.

O. Committee budget

1. The committee budget will be set by the CASBO Board of Directors and all committee expenditures and activities will conform to CASBO policies and practices.

## **4004 ASSOCIATE MEMBER COMMITTEE**

### A. Composition

|                      |   |
|----------------------|---|
| Chair                | Prior-year assistant chair  |
| Assistant Chair      | CASBO associate member appointed by the incoming CASBO President-elect  |
| Immediate Past Chair | Prior-year Chair  |
| Members              | Committee members shall be appointed for three-year terms by the CASBO President on a rotational basis so that each President appoints no more than one-third of the positions.<br>Committee membership shall consist of the following: <ul style="list-style-type: none"><li>• 16 associate members who are the primary contacts for their companies</li></ul> |

*The Immediate Past President of CASBO is a non-voting ex-officio member of the Associate Member Committee and is the CASBO Board of Directors liaison to the committee. In addition, each section shall have a non-voting associate member liaison to the committee who is appointed by the Section President to three-year terms.*

### B. Qualifications

1. In addition to any qualifications contained in the CASBO bylaws, committee members shall:
  - a. Be the primary contact of the company they represent.
  - b. Be an associate member in good standing for at least two consecutive years at the time of appointment.
  - c. Be active at the state and/or section levels.
  - d. Be recognized for exemplary support for and commitment to CASBO and the school business profession.
  - e. Possess acknowledged expertise in their field.
  - f. Demonstrate high-level communication and leadership skills.
  - g. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

1. Committee membership shall:
  - a. Reflect the diversity of the businesses working in the education marketplace.
  - b. Reflect the state's and the association's geographic diversity.

*The Associate Member Committee may recommend individuals for appointment to the committee via the Appointments Committee process. The officers will approve and recommend members to the Board of Directors for ratification.*

C. Committee organization

1. The Associate Member Committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year. A new assistant chair will be appointed for a one-year term by the incoming CASBO President-elect. At the end of the chair's one-year term, he or she will become immediate past chair for one year.
2. In the event that a chair position becomes vacant prior to the end of a term, the assistant chair shall be elevated to the chair position. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were elected.
3. In the event of a vacancy in an assistant chair position, the CASBO President-elect shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

D. Committee purpose

1. The Associate Member Committee is dedicated to supporting CASBO as a nonprofit association in pursuit of its mission and the fulfillment of its strategic plan.

2. CASBO associate members have a unique opportunity through CASBO: the ability to participate in the association's statewide governance structure, including seats on committees and the Board of Directors. This active role in governance helps to ensure an equitable opportunity for all CASBO associate members to engage in and support the organization.
- E. Assistant Chair qualifications and appointment
1. The appointment of the assistant chair is the responsibility of the incoming CASBO President-elect. The appointment of the assistant chair shall be presented to the CASBO Board of Directors for ratification at the meeting held just prior to the annual conference. In addition to meeting the qualifications of committee membership, the assistant chair must be an associate member in good standing for at least three consecutive years at the time of appointment and a current or former member of the committee.
- F. Committee Chair
1. Serves as the chair of the Associate Member Committee meetings.
  2. Serves as a full voting member of the CASBO Board of Directors.
  3. Assigns committee leadership positions as required.
  4. Coordinates with CASBO staff regarding associate member activities for the annual conference.
  5. Promotes CASBO membership to those companies selling products or services to California school districts, county offices of education and charter schools.
  6. Supports the goals and objectives of CASBO as defined in the current member-driven strategic plan.
  7. Serves a one-year term.
  8. Brings information and perspective, but acts in the best interest of the association.
  9. Submits the committee master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting. (See "Approval of Scheduled Meetings" in the Governance Group Meeting Policies in Chapter IX of this manual.)
  10. Provides quarterly written reports to the CASBO Board of Directors on committee activities.

11. The chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.

G. Assistant Chair

1. Assists the chair in the performance of his or her duties and acts on his or her behalf in his or her absence and when assigned to do so by the chair.
2. Supports the goals and objectives of CASBO as defined in the current member-driven strategic plan.

H. Committee representative to the Professional Standards & Leadership Committee – 3-year term

1. Duties include:

- a. Attend Professional Standards & Leadership Committee meetings.
- b. Provide the Professional Standards & Leadership Committee with information and insight on proposed workshops, certifications, and committee activities and provide assistance as requested.
- c. Report to the Associate Member Committee the Professional Standards & Leadership Committee activities and plans.
- d. Assist the Professional Standards & Leadership Committee by providing names of potential speakers, presenters or Associate Member Committee members available to assist with workshops and conferences.

I. Committee representative to the Annual Conference Committee – 3-year term

1. Duties include:

- a. Attend Annual Conference Committee meetings.
- b. Solicit annual conference session proposals from the associate membership for presentation during the workshops specifically scheduled for associate members.
- c. Solicit annual conference session proposals from associate membership for presentation during professional council presentations.
- d. Report to the Associate Member Committee the Annual Conference Committee activities, including a list of professional council sessions planned for the annual conference.

- e. Gather and maintain statistics on the number of annual conference professional council workshops delivered by or in conjunction with associate members.
  - f. Work to ensure the maximum participation of associate members in the professional council workshops at the annual conference.
- J. Committee representative to the Continuing Education & Certification Committee – 3-year term
  - 1. Duties include:
    - a. Attend meetings of the Continuing Education & Certification Committee.
    - b. Provide input and recommendations to the Continuing Education & Certification Committee on potential and current speakers, certification standards and current best business practices.
    - c. Report recommendations from the Associate Member Committee to the Continuing Education & Certification Committee.
    - d. Report to the Associate Member Committee the activities and programs sponsored by the Continuing Education & Certification Committee.
- K. Committee representative to the Awards Committee – 3-year term
  - 1. Duties include:
    - a. Attend Awards Committee meetings.
    - b. Solicit input and recommendations from the Associate Member Committee and the Awards Committee.
    - c. Report to the Associate Member Committee the Awards Committee activities.
- L. Committee representative to the Committee on Strategic Alliances – as needed
  - 1. Duties include:
    - a. When needed, serve as a representative of the AMC.
    - b. Solicit input and recommendations from the Associate Member Committee and Committee on Strategic Alliances.
    - c. Report to the Associate Member Committee the Committee on Strategic Alliance activities.
- M. Committee representative to the Annual Conference Volunteer Task Force – 1-year term

1. Duties include:

- a. Attend Annual Conference Volunteer Task Force meetings.
- b. Solicit input and recommendations from the Associate Member Committee to the Annual Conference Volunteer Task Force.
- c. Provide the Annual Conference Volunteer Task Force, CASBO President and staff with information and assistance as requested.
- d. Report to the Associate Member Committee the Annual Conference Volunteer Task Force activities including a listing of planned networking activities.
- e. Work with the Annual Conference Volunteer Task Force during the Annual Conference to carry out duties as assigned.

N. Committee representative to the Membership Committee – 2-year term

1. Duties include:

- a. Attend meetings of the Membership Committee.
- b. Provide input and recommendations to the Membership Committee about how to promote and increase associate membership in CASBO.
- c. Report recommendations from the Associate Member Committee to the Membership Committee.
- d. Report to the Associate Member Committee the activities and of the Membership Committee.

O. Committee representative on the Legislative Committee

1. A member of the Associate Member Committee shall be appointed by the incoming CASBO President to serve as liaison to the CASBO Legislative Committee for three years. The Legislative Committee Liaison shall:

- a. Participate in meetings of the Legislative Committee.
- b. Liaison between the Legislative Committee and the Associate Member Committee.
- c. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

P. Committee representative on the Communications Committee

1. A member of the Associate Member Committee shall be appointed by the incoming CASBO President to serve as liaison to the CASBO Communications Committee for three years. The Communications Committee Liaison shall:

- a. Participate in meetings of the Communications Committee.
- b. Liaison between the Communications Committee and the Associate Member Committee.
- c. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

Q. Committee representative on the Leadership Committee

- 1. A member of the Associate Member Committee shall be appointed by the incoming CASBO President to serve as liaison to the CASBO Leadership Committee for three years. The Leadership Committee Liaison shall:
  - a. Participate in meetings of the Leadership Committee.
  - b. Liaison between the Leadership Committee and the Associate Member Committee.
  - c. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

R. Section associate member liaison

- 1. Each Section President will appoint one associate member to serve as a liaison to the CASBO section Board of Directors. The appointments will be made on a rotating basis so that in any given year, one-third of the liaisons will be appointed. These liaisons operate under the auspices of the Associate Member Committee, but by virtue of the CASBO bylaws, are not members of the committee. They serve a three-year term.

Section liaisons:

- a. Attend section Board of Directors meetings.
- b. Attend meetings of the Associate Member Committee.
- c. Provide liaison between the section associate members, the section and the Associate Member Committee.
- d. Assist the Associate Member Committee with recruitment of associate members.
- e. Assist in preparing workshops or programs for regular section meetings.
- f. Assist in planning and conducting a vendor show as requested by section leadership where a show is scheduled and other section events and activities.
- g. Offer assistance to section professional councils, including recommending associate member participants on the councils.

- h. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

S. Annual Conference activities

1. The Associate Member Committee provides the following activities to support and enhance the CASBO annual conference and the California School Business Expo:
  - a. Coordinate, select and present the Sky Joyner Award. The Sky Joyner Award is presented at a general session.
  - b. Assist in the California School Business Expo by providing volunteers to support staff in exhibitor registration
  - c. Promote CASBO associate membership by encouraging non-member exhibitors to join. The promotion is by personal visitation and exhibit at the expo.
  - d. Encourage and coordinate Associate Member Committee hospitality suite. Coordinates hotel logistics with CASBO staff.

T. Scholarships & awards

1. The committee may approve scholarships and awards to individuals and entities to, among other things, pursue training and professional development opportunities in school business management subject to guidelines adopted by the CASBO Board of Directors and contained in Chapter IX of this Manual of Procedures. According to its established scholarship and award eligibility and selection criteria and procedures, the committee will select recipients and forward their names and scholarship or award amounts to the CASBO Board of Directors for approval. CASBO may make an annual grant of charitable funds to Friends of Education in School Business Management ("FOE"), an independent, 501(c)(3) public charity that was founded by past presidents of CASBO, for the purpose of administering the scholarships and awards and making grants available to recipients.

U. Committee budget

1. The committee budget will be set by the CASBO Board of Directors as part of the annual budget adoption and all committee expenditures and activities will conform to CASBO policies and practices. No separate committee funds or bank accounts may be maintained.

- 
2. Associate Member Committee members provide for their own travel expenses when participating in CASBO governance activities.

## **4005 AWARDS COMMITTEE**

### A. Composition

|                      |   |
|----------------------|---|
| Chair                | Prior-year Assistant Chair  |
| Assistant Chair      | A member of the CASBO Board of Directors appointed for one year by the incoming Vice President  |
| Immediate Past Chair | Prior-year Chair  |
| Members              | Three at-large CASBO members appointed by the President. One representative from the Associate Member Committee appointed by the CASBO President. |

*The terms of the members of the Awards Committee shall be for three years. The terms of the three at-large members shall be staggered so that no one CASBO President will appoint more than one at-large member. The associate member position is an ex-officio non-voting position.*

### B. Committee Organization

1. The Awards Committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year. A new assistant chair will be appointed for a one-year term by the incoming Vice President. At the end of the chair's one-year term, he or she will become immediate past chair for a one-year term.
2. In the event that a chair position becomes open prior to the end of a term, the position shall be filled by the assistant chair for the remainder of the term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were elected.
3. In the event of a vacancy in an assistant chair position, the CASBO Vice President shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional

year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

#### C. Purpose

1. The purpose of the Awards Committee is to implement established programs adopted by the CASBO Board of Directors by ensuring that the association recognizes the contributions of CASBO members in a variety of categories for their dedication and contributions to CASBO and the school business profession. The following awards and recognitions are overseen by the committee on an annual basis:
  - a. Presidential Service Award
  - b. Pinnacle Award
  - c. Smart Business Award
  - d. Commitment to Education Award
  - e. Associate Member of the Year Award
  - f. Section Member of the Year Awards
  - g. Leadership Recognition Awards
  - h. Special Recognition

*The committee will also support the goals and objectives of CASBO as defined in the current member-driven strategic plan.*

#### D. Committee Chair

1. The committee chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.
2. Submits the committee master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting. (See "Approval of Scheduled Meetings" in the Governance Group Meeting Policies in Chapter IX of this manual.)
3. Provides quarterly written reports to the CASBO Board of Directors on committee activities.
4. Attend Board of Directors meetings as requested to present additional

information and engage with the Board.

E. Committee Budget

1. The committee budget will be set by the CASBO Board of Directors as part of the annual budget adoption and all committee expenditures and activities will conform to CASBO policies and practices.

F. Awards

1. The committee will submit award nominations at the January board meeting for board approval. Approved awards are presented at the Annual Conference.
  - a. Presidential Service Award: Presented annually to the state Immediate Past President. This award will include an honorary life membership to CASBO.
  - b. Pinnacle Award: As deemed appropriate, to an active regular member who has made a significant contribution to school business management on a statewide basis, based on the following mandatory criteria:
    - i. Completed nomination form submitted by someone other than the nominee.
    - ii. Has served in a leadership capacity in both longevity and service, and has made a statewide impact with a quality and scope of work that transcends local and regional boundaries, benefiting the entire CASBO membership.
    - iii. Has earned a statewide reputation for service within the association that serves as a model for other CASBO members.
    - iv. Has made a personal sacrifice by donating countless hours and personal resources to the association for the benefit of all CASBO members.
  - c. Smart Business Award: To recognize individual or institutional CASBO members for their innovative, meaningful contributions to the improvement of their profession and the efficiency of school districts. Award criteria includes:
    - i. Outstanding practices and ideas that result in significant contributions to school entities or the profession of school business management.

- ii. Program or innovation has been developed and successfully implemented by California school business professionals.
  - iii. Program or innovation has made a statewide impact or has the potential to make an impact on the business practices of other local education agencies around the state.
- G. Commitment to Education Award: To a non-member who has made a significant contribution to school business management, based on the following mandatory criteria:
  - 1. Completed nomination form submitted by someone other than the nominee.
  - 2. Has made a statewide impact with quality and scope of work that transcends local and regional boundaries, benefiting the entire CASBO membership.
  - 3. Has earned a statewide reputation for service to school business management.
- H. Associate Member of the Year Award: To an associate member who has made significant contribution to CASBO, based on the following mandatory criteria:
  - 1. Completed nomination form submitted by someone other than the nominee (one from each of the seven regional sections).
  - 2. Has made a statewide impact with quality and scope of work that transcends local and regional boundaries, benefiting the entire CASBO membership.
  - 3. Has earned a statewide reputation for service within the association over several years that serves as a model for other CASBO associate members.
  - 4. Has made a personal sacrifice by donating countless hours and personal resources to the association for the benefit of all CASBO members.
- I. Section Member of the Year Award: As selected by each of the seven sections and honored at annual conference, to an active individual member who has made a significant contribution to school business management on a section-wide basis as determined by individual sections, based on the following mandatory criteria:
  - 1. Completed nomination form submitted to the appropriate section

president by someone other than the nominee.

2. Has earned a section-wide reputation for service within the association over several years that serves as a model for other CASBO members.
3. Has made a personal sacrifice by donating countless hours and personal resources to the association for the benefit of all section members.

J. Leadership Recognition Awards:

1. To members upon retirement from school business management.
2. To recognize exemplary service to the section (certificates provided to sections by the CASBO office).
3. To prepare recognition plaques for state leaders such as committee chairs concluding their terms, other state Board of Directors, Education Advocacy Foundation trustees and section presidents.

K. Special Recognition: As deemed appropriate by the CASBO President.

1. Award recipients shall be publicized when possible in appropriate CASBO publications and venues.

## **4006 MEMBERSHIP COMMITTEE**

### A. Composition

|                      |   |
|----------------------|---|
| Chair                | Prior-year Assistant Chair  |
| Assistant Chair      | The Assistant Chair shall be appointed by the incoming CASBO President.   |
| Immediate Past Chair | Prior-year Chair  |
| Members              | Ten representatives, including members from each Section when possible, will be appointed by the CASBO President. |

### B. Committee Organization

1. The Membership Committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year. A new assistant chair will be appointed for a one-year term by the incoming President. At the end of the chair's one-year term, he or she will become immediate past chair for a one-year term.
2. In the event that a chair position becomes open prior to the end of a term, the position shall be filled by the assistant chair for the remainder of the term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were elected.
3. In the event of a vacancy in an assistant chair position, the CASBO President shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

### C. Terms

1. The chair and assistant chair positions are one-year positions. Members

are appointed to three-year terms. The liaison from the Associate Member Committee is a one-year term.

D. Purpose

1. To support and maintain an ambassador program designed to utilize existing CASBO members in membership recruitment and retention activities.
2. To serve as the membership Implementation Team for the CASBO strategic plan.
3. Play the lead role in executing member-driven membership recruitment and retention efforts.
4. To inform all eligible school business employees of CASBO's purposes and activities.
5. To encourage individual, institutional, and associate memberships in CASBO.
6. Recommend changes to CASBO awards and recognition programs to the Board of Directors.
7. To carry out membership-related projects called for in the association's strategic plan.
8. To encourage ASBO membership.
9. To provide input and feedback to CASBO staff concerning membership activities and issues.
10. To support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

*The CASBO Board of Directors may appoint the Membership Committee to serve as an Implementation Team as part of the planning process for CASBO By Design.*

E. Committee Chair

1. The committee chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.
2. Submits the committee master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting. (See "Approval of Scheduled Meetings" in the Governance Group Meeting Policies in

Chapter IX of this manual.)

3. Provides quarterly written reports to the CASBO Board of Directors on committee activities.
4. Attends Board of Directors meetings as requested to present additional information and engage with the board.

F. Committee Budget

1. The committee budget will be set by the CASBO Board of Directors and all committee expenditures and activities will conform to CASBO policies and practices.

**4007 CASBO AMBASSADOR PROGRAM**

- A. The primary purpose for the Ambassador Program (AP) is to encourage member recruitment, welcome new members to the association, encourage long-term participation in and support of CASBO at the local level and facilitate communication to members, particularly new members. The AP is based on the belief that one-on-one personal contact with prospective and new members is critical to laying a foundation for long-term participation in the organization. The vision is that AP Ambassadors will be the primary liaisons to membership at the local district and/or county office level.
- B. CASBO Ambassador Corps
  1. The composition, requirements, and terms of the Corp will be determined by the Membership Committee with staff support.
  2. The Ambassador Corps will report to the CASBO Membership Committee
- C. Ambassador Selection
  1. Volunteers will be solicited through the CASBO Web site and publications;
  2. Corps members will be nominated by section presidents;
  3. Appointment to the Corps will be made by the CASBO Membership Committee and ratified by the CASBO Board of Directors
- D. Ambassador Responsibilities
  1. Serve as primary liaison to CASBO members to encourage member recruitment, retention, participation and communication to members, particularly new members;

2. Ensure member needs, questions and concerns are heard and addressed by CASBO at the section and state level as appropriate;
3. Welcome and network with new members in the assigned geographic area via personal contact (e.g. phone, personal visit and/or email);
  - a. Extend a personal welcome to new members,
  - b. Explain CASBO's mission, activities, services, and benefits,
  - c. Promote avenues of involvement and encourage participation in section activities, professional development and other services and activities,
  - d. Provide updates on CASBO's marketing, membership, advocacy and professional development activities;
4. Serve as a good will ambassador at CASBO events (CBO Symposium, Boot Camp, workshops and Annual Conference);
5. Make periodic contact with assigned members during their first two years of membership;
6. Attend ambassador training and quarterly meetings;
7. Assist in development and revision of Ambassador materials.

## **4008 NOMINATIONS AND ELECTIONS COMMITTEE**

### A. Composition

|         |   |
|---------|---|
| Chair   | Immediate Past President  |
| Members | Three active past presidents appointed by the incoming CASBO President. |

### B. Terms

1. The term of the chair is for one year. Committee member terms are for three years.

### C. Purpose

1. This committee is responsible for reviewing and certifying that candidates for CASBO statewide elective office (CASBO Vice President and Section Directors) have met the required criteria and that elections are conducted fairly and accurately. The elections committee also oversees elections related to the adoption of new or amended bylaws.
2. Committee members will support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

### D. Committee Budget

1. The committee budget will be set by the CASBO Board of Directors and all committee expenditures and activities will conform to CASBO policies and practices.

### E. Election Procedures

1. CASBO is a respected nonprofit association of school business professionals. The furtherance of the mission, goals and strategic plan of CASBO are best served by internal elections that are conducted in an honorable and dignified manner.
2. This policy is adopted in order to ensure a fair and equitable elections process for Vice President and director candidates.
3. Candidates for CASBO Vice President and section director, and the membership of CASBO shall support the principles of the policy by strict adherence to both the spirit and the letter of the policy.

### F. Filing and Certification of Candidacy – Vice President

1. By each August 1, the Nominations and Elections Committee shall solicit from the membership candidates for the office of Vice President. The

solicitation communications shall specify the qualifications for the office, the procedure for application and the date by which the application period will close.

2. Any qualified member seeking election as Vice President shall complete the CASBO candidate application and forward it to the Nominations and Elections Committee by October 15. The Nominations and Elections Committee will review the submitted applications to certify that the qualifications as set forth in the bylaws and Manual of Procedures are met.
3. Names of qualified candidates will be presented to the CASBO Board of Directors no later than the November board meeting. The board will certify all qualified candidates.

G. Filing and Certification of Candidacy – Section Director

1. By each August 1, the Nominations and Elections Committee shall solicit from the section membership candidates for the office of Section Director. The solicitation communications shall specify the qualifications for the position, the procedure for application and the date by which the application period will close.
2. Any qualified member seeking election as section director shall complete the CASBO candidate application and forward it to the President of his or her respective section by September 15. The section board will certify all qualified candidates and forward those names to the state Nominations and Elections Committee by October 15. The Nominations and Elections Committee will review the submitted applications to certify that the qualifications as set forth in the bylaws and MOP are met.
3. Names of qualified candidates will be presented to the CASBO Board of Directors no later than the November board meeting. The board will certify all qualified candidates.

H. Unopposed Elections

1. In cases where a candidate for Vice President or section director is running unopposed, the CASBO Board of Directors may declare the election complete and the offices filled in lieu of conducting a formal election.

I. Association Communications Regarding Vice President and Section Director Candidates and Election

1. Information provided on candidate all of the qualified candidates' application forms will be provided to CASBO members via the association's electronic newsletter and/or Web site in advance of the election by the date that the members receive their ballots, complying with the section in Chapter IX of this Manual of Procedures on Member Communications by Electronic Means.
  2. In addition, CASBO may provide the opportunity for all candidates to be videotaped as they deliver an opening statement, answer questions posed by members of the Nominations and Elections Committee, and deliver a closing statement. Such videos may be provided to members via the association's Web site in advance of the election.
- J. Individual Campaign Activities
1. General -- Candidates may attend meetings that they routinely attended prior to becoming candidates, but no campaigning may take place at such meetings during the period of candidacy unless all candidates for the office are present and provided equal opportunity to be recognized and heard. In all communications with members, comments or responses may not be self-aggrandizing or derogatory to an opponent; a professional demeanor will be maintained at all times.
- K. Other Activities -- Candidates for Vice President and section director, and members of CASBO are not permitted to participate in or arrange for:
1. Mass mailings, letter writing campaigns or telephone campaigns on behalf of a candidate.
  2. Receptions or cocktail parties for the purpose of promoting a candidate.
  3. Lecture engagements that could be construed as personal promotion by or for a candidate (commitments made prior to learning of candidacy may be honored).
  4. Interviews with the media with the intent to publicize or promote a candidate.
- L. Enforcement
1. Charges of violations of this policy must be filed in writing with the Executive Director by an active CASBO member. The Executive Director shall report the charge to the President and the Governance Oversight Committee. Upon a report to the Governance Oversight Committee of a charge of a violation of the policy, the following actions shall be taken:

- a. The Governance Oversight Committee will review the charge and if the committee determines that it is likely a violation has occurred, will send notice to the candidate charged, setting forth the charge and the time and place at which the candidate may personally appear before a representative appointed by the committee for a hearing on the charge. The candidate shall respond in writing within 10 days from the date the notice is sent.
- b. The Governance Oversight Committee shall, within 10 days after receipt of a timely written response, if any, from the candidate charged, or within 10 days after hearing, whichever is later, render its decision as to whether a violation of this policy was committed by the candidate. Failure to make such a decision and to immediately thereafter notify the candidate charged shall be considered a finding that a violation did not occur.
- c. Upon the finding of a first violation, the President shall immediately send a written admonition and warning to the candidate charged.
- d. On each subsequent finding of a violation, the Governance Oversight Committee shall impose a penalty upon the candidate ranging from reprimand to disqualification as a candidate in the current election.
- e. The CASBO Board of Directors must sustain any candidate disqualification recommended by the Governance Oversight Committee and may do so via a real-time meeting, e-mail communications, telephone conference call, internet meeting, or other electronic method.

#### E. Voting

1. The Vice President shall be elected by a simple majority vote of Voting Members statewide.
2. Section directors shall be elected by a simple majority vote of Voting Members within their respective sections.
3. Only those Voting Members of CASBO in good standing as of the date the first ballot is mailed are eligible to cast ballots.
4. Voting may take place either via mailed ballots or secure electronic voting methods. A schedule for the election will be presented and approved by

the Board of Directors at their November meeting.

5. No ballots shall be counted prior to the official closing time for the election. The Executive Director must validate the results of the election by either confirming the results of an electronic election or physically supervising the counting of returned ballots.
6. Successful and unsuccessful candidates for Vice President will be informed immediately after the validation of the election results.
7. CASBO membership shall be notified of the election results using electronic communications in compliance with the section in Chapter IX of this Manual of Procedures on Member Communications by Electronic Means.
8. All voting by the members shall be by ballot, provided either in writing or electronically. Member voting shall comply with the following:
  - a. Only Voting Members as defined in the Bylaws are eligible to vote.
  - b. One ballot shall be distributed to every member entitled to vote on the matter.
  - c. Any ballot distributed to the members to vote on any issue other than the election of directors shall set forth the proposed action and provide an opportunity to specify approval or disapproval of the proposal.
  - d. All ballots shall state, on the face of the ballot, the number of responses needed to meet the quorum requirement; the percentage of approvals necessary to pass the measure, and the date by which the ballot must be returned in order to be counted.
  - e. The ballot and any related material may be sent by electronic transmission by the Association, and responses may be returned to the Association by electronic transmission that meets the requirements with Member Communications below.
  - f. Approval by ballot shall be valid only when the number of votes cast by ballot within the time period specified equals or exceeds the quorum.
  - g. Upon tabulation of the ballots, the Board shall notify the members of the outcome of the vote within 30 days following the close of the balloting process and tabulation of the ballots. If the number of

ballots cast with respect to any matter is insufficient to constitute a quorum, the Board shall so notify the members.

h. Once cast, a ballot may not be revoked.

#### **4009 LEADERSHIP COMMITTEE**

##### A. Composition

|           |  |
|-----------|--|
| Chair     | Prior assistant chair  |
| Assistant | Appointed by the incoming CASBO President  |
| Chair     |  |
| Members   | Preference is:<br>A member from each CASBO section, appointed by the CASBO President, and representing a cross-section of the CASBO Membership<br>Immediate past chair<br>CASBO President-elect<br>A liaison from the Associate Member Committee<br>At-large members as deemed appropriate by the CASBO President, based on experience and qualifications. |

*The Chair, Assistant Chair and Immediate Past Chair positions shall be one-year positions. Committee member appointments shall be for three years.*

*The incoming CASBO President shall appoint one-third of the of the committee members on a rotating basis so that no one President appoints more than one-third of the committee members.*

##### B. Qualifications

1. Committee members must have a demonstrated interest and experience in leadership development and promotion.

##### C. Committee Organization

1. The committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that

individual shall become chair of the committee for one year and will take office immediately following the annual conference. A new assistant chair will be appointed for a one-year term by the incoming CASBO President. At the end of the chair's one-year term, he or she will become immediate past chair.

2. In the event that a chair position becomes open prior to the end of a term, the assistant chair shall be elevated to the position of chair for the remainder of that term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were elected.
3. In the event of a vacancy in an assistant chair position, the CASBO President shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

#### D. Assistant Chair Appointments

1. The appointment of the assistant chair is the responsibility of the incoming CASBO President. The appointee must be an active CASBO member at the state and section level and a person who has demonstrated skills as an excellent communicator and a demonstrated knowledge and experience concerning leadership development and promotion. The appointee shall support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

#### E. Leadership Committee Chair

1. The Leadership Committee Chair shall:
  - a. Chair the meetings of the Leadership Committee.
  - b. In cooperation with the Annual Conference Committee and staff, prepare sessions as assigned for the Annual Conference on leadership development.

- c. Review, approve, sign and forward to the CASBO office for payment all reimbursement claims from Leadership Committee members for meeting attendance. Approve claims according to the travel policies of CASBO.
- d. The chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of the CASBO Manual of Procedures.
- e. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

F. Leadership Committee Assistant Chair

- 1. The Leadership Committee Assistant Chair shall:
  - a. Assist the chair in carrying out his or her duties.
  - b. Serve as a substitute for the Chair in the Chair's absence.
  - c. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

G. Purpose

- 1. To develop and promote exceptional leadership throughout CASBO.
- 2. To serve as the Leadership Implementation Team for the CASBO Strategic Plan.
- 3. To assist in the preparation of annual conference sessions related to leadership development and promotion.
- 4. To communicate on issues with various CASBO committees and professional councils on leadership development and promotion
- 5. If needed, to serve as a liaison between the committee and each respective CASBO section.

**4010 COMMUNICATIONS COMMITTEE**

A. Composition

- Chair                      Prior assistant chair
- Assistant                Appointed by the incoming CASBO President
- Chair
- Members                Preference is:  
A member from each CASBO section, appointed by the

## CASBO

President, and representing a cross-section of the CASBO  
Membership

Immediate past chair

A liaison from the Associate Member Committee

At-large members as deemed appropriate by the CASBO  
President, based on experience and qualifications.

*The Chair, Assistant Chair, and Immediate Past Chair positions shall be one-year positions. Committee member appointments shall be for three years.*

*The incoming CASBO President shall appoint one-third of the of the committee members on a rotating basis so that no one President appoints more than one-third of the committee members.*

### B. Qualifications

1. Committee members must have a demonstrated interest and experience in communication plans, publications, website and social media marketing strategies.

### C. Committee Organization

1. The committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year and will take office immediately following the annual conference. A new assistant chair will be appointed for a one-year term by the incoming CASBO President. At the end of the chair's one-year term, he or she will become immediate past chair.
2. In the event that a chair position becomes open prior to the end of a term, the assistant chair shall be elevated to the position of chair for the remainder of that term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were elected.
3. In the event of a vacancy in an assistant chair position, the CASBO President shall immediately appoint a replacement assistant chair. The

person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

D. Assistant Chair Appointments

1. The appointment of the assistant chair is the responsibility of the incoming CASBO President. The appointee must be an active CASBO member at the state and section level and a person who has demonstrated skills as an excellent communicator and a demonstrated knowledge and experience concerning communication issues. The appointee shall support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

E. Communications Committee Chair

1. The Communications Committee Chair shall:
  - a. Chair the meetings of the Communications Committee.
  - b. In cooperation with the Annual Conference Committee and staff, prepare sessions as assigned for the Annual Conference on CASBO's communication plans.
  - c. Review, approve, sign and forward to the CASBO office for payment all reimbursement claims from Communications Committee members for meeting attendance. Approve claims according to the travel policies of CASBO.
  - d. The chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of the CASBO Manual of Procedures.
  - e. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

F. Communications Committee Assistant Chair

1. The Communications Committee Assistant Chair shall:
  - a. Assist the chair in carrying out his or her duties.
  - b. Serve as a substitute for the Chair in the Chair's absence.

- c. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

G. Purpose

1. To develop and create CASBO's communication plans publications, website, social media, and marketing strategies.
2. To serve as the Communication Implementation Team for the CASBO Strategic Plan.
3. To assist in the preparation of annual conference sessions related to CASBO's communication plan.
4. Communicate on issues with various CASBO committees and professional councils on CASBO's communication plans.
5. To serve as a liaison between the committee and each respective CASBO section.

# CHAPTER V: STATE PROFESSIONAL COUNCILS

## Section 5000

Professional councils have been established for the purposes of serving as resources in the development of best practices, gathering and disseminating resources and information to the general CASBO membership, ensuring quality annual conference sessions in their field of interest, participating as a resource in CASBO's advocacy efforts and encouraging CASBO membership and participation among their peers. In addition, each professional council is encouraged to explore new and different ways to serve their fellow CASBO members within the context of the strategic plan and with the approval of the Board of Directors.

Current professional councils include:

- Accounting
- Chief Business Officials
- Child Nutrition
- Community Colleges
- Facilities
- Financial Services
- Human Resources
- Maintenance & Operations
- Payroll
- Purchasing
- Retiree
- Risk Management
- Technology
- Transportation

### **5001 PROFESSIONAL COUNCIL ORGANIZATION**

- A. Each professional council shall have a chair, assistant chair and immediate past chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the council for one year. A new assistant chair will be appointed for a one-year term by the

designated CASBO officer. At the end of the chair's one-year term, he or she will become immediate past chair for a one-year term.

- B. In the event that a chair position becomes open prior to the end of a term, the position shall be filled by the assistant chair for the remainder of the term.

The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were appointed.

- C. In the event of a vacancy in an assistant chair position, the CASBO President shall immediately in collaboration with the Section President and State Professional Chair appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

- D. Assistant Chair qualifications

- 1. In appointing the assistant chair, consideration will be given to technical ability, leadership and organizational qualities, tenure on a state-level professional council, interest, participation and distribution of leadership opportunities at the state and section levels of CASBO, and demonstrated skills as an excellent communicator. In addition, individuals who are appointed assistant chair of a council must be a current or former member of the council for at least one year prior to assuming the office as assistant chair. Assistant chair candidates must also support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

- E. Council Assistant Chair appointments

- 1. The appointment of state professional council assistant chairs is the responsibility of the incoming CASBO officers, according to the list provided below. All assistant chair appointments shall be made no later than 30 days prior to the Annual Conference. Every consideration should

be given to finding and developing new members and leaders for the professional councils.

2. Names of appointees to the positions of assistant chair shall be presented for ratification to the CASBO Board of Directors at the board meeting held no later than the June Board Meeting. The assistant chairs of the following professional councils shall be appointed by the assigned incoming CASBO officer:

**Professional Council**

- Accounting
- Charter School
- Child Nutrition
- Community Colleges
- Chief Business Officials
- Facilities
- Financial Services
- Human Resources
- Maintenance & Operations
- Payroll
- Purchasing
- Retiree
- Risk Management
- Special Education
- Technology
- Transportation

F. Professional Council membership

1. State professional council membership shall include the state chair, assistant chair, immediate past chair and one representative from each section. The Chair, Assistant Chair and Immediate Past Chair are to be appointed to one-year terms. Section representatives to the state professional council are to be appointed for three-year terms. Section representatives to state professional councils will be the section professional council chairs. CASBO councils and committees may

recommend individuals for appointment to specific councils via the Appointments Committee process. If a section representative position becomes vacant prior to the end of a member's term, the CASBO President will work with the section President to appoint a replacement to complete the term. Associate members may be appointed by the CASBO President for one-year terms. Associate members may not serve as chairs or assistant chairs of professional councils. Each council may elect to invite guests to participate in the meetings of the council (such as Department of Education employees). CASBO will not reimburse travel costs for guests, adjunct participants or ex-officio members. CASBO will not reimburse Associate Members.

2. Individuals serving as chair, assistant chair or section representatives on a professional council shall be members of CASBO in good standing for at least one year at the time of the appointment.
3. The Chief Business Official professional council shall include a liaison from the Business & Administration Services Committee (BASC) of the CA County Superintendents Educational Services Association, appointed by the incoming CASBO President for a one-year term to coincide with his or her term as President and the individual shall be a member of CASBO in good standing.

#### G. Professional Council Chair

1. The state council chair is responsible for an active functioning council. The chair is also responsible for meeting goals and timelines established by the CASBO Board of Directors and the Annual Conference Committee. Specific responsibilities include:
  - a. Provide leadership and direct the activities of a state professional council, including the scheduling and chairing of council meetings.
  - b. Review, sign and forward to CASBO for payment all reimbursement claims from committee member attendance at state council meetings, following the policies established by the CASBO Board of Directors.
  - c. Assign and coordinate the section professional council activities, prioritizing projects, establishing timelines and assignments by section interests, resources and size.

- d. Represent their professional council on the Annual Conference Committee.
- e. Coordinate and participate in the professional council's session presentation at the annual conference, ensuring that all Annual Conference submission deadlines are met.
- f. Provide written quarterly (June, October, January and April) reports to the CASBO Board of Directors.
- g. Cooperate with section professional councils in the development of section workshops and special programs.
- h. Coordinate with section presidents on the appointment of section council chairs.
- i. Respond to the request of state CASBO for roster and meeting date information.
- j. Utilize the services of and exchange information and advice with the Legislative Committee.
- k. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.
- l. Professional council chairs must place a major emphasis on intra-council communication. Copies of a state chair's official correspondence and meeting minutes should be sent to council members, CASBO board liaison, the chair of the Annual Conference Committee and the Executive Director.
- m. Submit the council's master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting. (See "Approval of Scheduled Meetings" in the Governance Group Meeting Policies in Chapter IX of this manual).
- n. Each council chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.

#### H. Council Chair Succession

1. Prior to the Annual Conference, each outgoing professional council chair is to meet with the incoming chair to discuss the following year's activities.
2. The outgoing council chair shall provide the incoming chair:
  - a. All official minutes of previous meetings.
  - b. All official correspondence files of the council.

- c. All data necessary for the continuation of incomplete projects, which are to be carried over.
  - d. Other council records including:
    - i. CASBO professional council working file.
    - ii. Copies of all minutes where council presentations were made or discussed.
    - iii. Conference planning material.
    - iv. Prior council budget requests, allocations and expenditures.
- I. Professional Council budgets
- 1. Each council budget will be set by the CASBO Board of Directors and all council expenditures and activities will conform to CASBO policies and practices.
  - 2. Council expenditures
    - a. Each state council chair is responsible for approving the bills of the council members and forwarding them to the CASBO office for payment. All members of a state council must have paid current CASBO membership dues, as reimbursements will be withheld for non-members.
    - b. Approved expenditures are limited to: travel to Professional Council meetings, education materials, and council logo wear unless specifically authorized by CASBO's Executive Board.
- J. Council Member serving on the Annual Conference Committee
- 1. Duties include:
    - a. Attend Annual Conference Committee meetings.
    - b. Act as a liaison between his or her professional council and the Annual Conference Committee.
    - c. Propose and coordinate sessions as developed by the professional council for inclusion in the annual conference program.
    - d. Report to his or her council regarding Annual Conference Committee activities.
    - e. Report to the Annual Conference Committee on the activities of the professional council
- K. Legislative activities of Professional Councils

1. The strength of CASBO's advocacy program is the expertise of CASBO members. Accessing that expertise to influence legislation is a primary responsibility of each professional council. Individual council member responses to inquiries from CASBO staff as well as the professional network of each council member is critical to CASBO's success in the legislative arena.
  - a. Initiation of legislation
    - i. State professional councils are strongly encouraged to recommend legislative proposals and platform statements to the CASBO Legislative Committee.
  - b. Evaluation of legislation proposed by others
    - i. The Legislative Committee or CASBO staff may refer legislative proposals to a state professional council for review and input. Councils are encouraged to participate in CASBO's legislative program by submitting proposals and responding quickly to inquiries from the Legislative Committee or CASBO staff. Council members are encouraged to forward requests to their section colleagues for broader input on important issues.
  - c. Advocacy
    - i. Periodically, the Legislative Committee or CASBO staff may contact professional council members requesting specific action on an issue, such as calling legislators or the governor to express support or opposition to an issue. Council members are encouraged to act on these requests in a timely manner and to forward these requests to their section colleagues for broader response.
    - ii. State professional councils should remember that the official CASBO position on any legislation is determined by the Legislative Committee and the Education Advocacy Foundation Board of Trustees. In cases of urgent need for establishing a CASBO position, the state professional council chair should contact CASBO staff or the chair of the Legislative Committee directly.

- iii. It is imperative that no communication by any CASBO member be made to a legislative representative indicating a legislative position in the CASBO name unless that position has been approved by the Legislative Committee or the Education Advocacy Foundation Board of Trustees.

L. General

1. A state professional council planning an annual conference session may not have associate members, vendors or outside groups underwrite any session costs without the approval of the CASBO Board of Directors or Executive Director. They should also be extremely cautious not to allow a program to market a specific product. This is both a matter of professional ethics in the business community and of equitable working relationships between CASBO and its associate members. When considering using vendors as speakers, associate members should be considered first. Professional councils shall adhere to the CASBO policies concerning annual conference presenters as contained in Chapter IX of this manual.

M. Copyright adherence

1. Any publications, reports and articles distributed as representative of the CASBO membership shall be prepared with strictest adherence to all copyright laws and full acknowledgment and credit shall be given for all resource and reference materials used. Any publications developed by Professional Councils are the property of CASBO.
2. The Executive Director and other appropriate staff are the only individuals who may authorize others to reprint CASBO approved publications or articles.

N. Criteria to establish a new Professional Council

1. Purpose of a Professional Council
  - a. Professional councils have been established for the purposes of serving as resources in the development of best practices, gathering and disseminating resources and information to the general CASBO membership, ensuring quality annual conference sessions in their field of interest, participating as a resource in CASBO's advocacy efforts and encouraging CASBO membership and participation among their peers. In addition, each professional council is encouraged to explore new and different ways to serve

their fellow CASBO members within the context of the strategic plan and with the approval of the Board of Directors.

2. Proposing a new Professional Council

- a. The process of forming a new Professional Council begins with submission of a formal proposal to the Executive Director. The proposal is then reviewed by the Executive who makes a recommendation to the Board of Directors.

Proposal content

- Submitter Information
  - Name of the submitter
  - CASBO member number
  - Submitter employer information
  - Contact information (phone and email)
  - Bio sketch (including any previous CASBO activities)
- A cover letter
  - Professional Council Name
  - Explanation of how the proposed Professional Council fits within the mission, vision and strategic plan of CASBO
  - Evidence that there is a core group of CASBO members to represent an active and fully functional unitary interest.
  - Explanation of need/rationale for the new Professional Council including:
    - A statement of goals and objectives of the proposed Professional Council with a plan of action of how the goals and objectives will be met.
    - A statement outlining the themes and topics that the proposed Professional Council will address and expected outcomes (i.e. scholarly research or white paper)
  - Evidence that the subject area exists at a majority of member institutions involved in the general area of which the subject is a component.
  - Evidence that no other Professional Council meets the needs to be addressed by the proposed Professional Council, specifically why the creation of the new Professional Council is needed, rather than a study group within an existing Professional Council or other CASBO Committee.
  - Confirmation that the establishment of this new Professional Council will not threaten the existence of a current Professional Council.

- Support for establishment of the proposed Professional Council
  - A minimum of 25 signatures from CASBO Members is required.
  - A petition must include the following:
  - A statement indicating that the signatory:
    - Intends to join and requests affiliation with the proposed Professional Council
    - Accepts membership, if the Professional Council is established
    - Intends to be an active, participating member and contribute to the goals and success of the Professional Council.
  
- Signatory information
  - Name of signatory
  - CASBO member number
  - Employer information
  - Professional title
  - Membership expiration date
  - A plan for meeting minimal criteria for operating and maintaining a Professional Council
  
- Organizational structure
  - Process to form a Professional Council
    - New Professional Councils begin operations immediately upon notification by the CASBO Board. New Professional Councils are on probationary status for two years following approval and are then evaluated by the Board of Directors. Each Professional Council is assigned a liaison from the Board to serve as a resource.
    - A Plan for Meeting Minimal Criteria and Maintaining a Professional Council
      - Plan and conduct at least one workshop at the Annual Conference.
      - Work toward supporting CASBO's Strategic Plan/CASBO by Design and other programs, e as appropriate
      - Establish an effective communication mechanism with CASBO members
      - Submit annual report of activities according to requirements contained in the MOP
    - Organizational Structure

- The organization structure of a Professional Council normally consists of a Chair, Assistant Chair, Immediate Past Chair and one member from each Section. It may also include an Associate Member as a non-voting member.
  - Review Process
    - The CASBO Board of Directors, along with The Executive Director, will review and determine if the proposal satisfies all requirements for the submission process. At its next meeting or conference call, the Board will review the application and provide feedback and request follow-up information, if necessary.
    - After review and discussion, the Board of Directors determines if they application should be accepted. If accepted, the proposal is forwarded and recommended for establishment to the Executive Committee.
    - Review by the CASBO Executive Committee
      - If approved by the Executive Committee, the Professional Council will begin operation immediately after notification from the Executive Director
      - If the Executive Committee recommendation is unfavorable, the submitter may choose to take an additional year to modify the proposal while ensuring that the original intent is retained.

### 3. Criteria for Approval

- a. Approval for establishment of a new Professional Council may be given, provided that:
  - i. It represents an active and unitary interest of a group of CASBO Members.
  - ii. The proposed objectives are aligned with the goals and strategic directions of the association.
  - iii. The proposed Professional Council represents a distinct and unique topic/area of interest that is unable to find a place in an already established Professional Council or other CASBO Committee.
  - iv. It represents an established and reasonably extensive area of professional interest within Education as a whole.

- v. It is financially sustainable.

## **CHAPTER VI: CASBO SECTIONS**

### **Section 6000**

There are seven sections that divide the state geographically to allow for local collaboration among and between CASBO members. The boundaries of each section within the CASBO organization are defined below.

1. **Sacramento Section**

Del Norte, Siskiyou, Modoc, Humboldt, Trinity, Shasta, Lassen, Tehama, Plumas, Butte, Glenn, Mendocino, Lake, Colusa, Sierra, Nevada, Yuba, Placer, El Dorado, Alpine, Amador, San Joaquin, Sacramento, Sutter, Solano, Napa, Marin, Sonoma, and Yolo Counties

2. **Northern Section**

Contra Costa, Alameda, San Francisco, San Mateo, Santa Cruz, Santa Clara, San Benito, and Monterey Counties

3. **Central Section**

Calaveras, Tuolumne, Stanislaus, Merced, Mariposa, Madera, Fresno, Kings, Tulare, Kern, and San Luis Obispo Counties

4. **Southern Section**

Santa Barbara, Ventura, and Los Angeles Counties

5. **Eastern Section**

Mono, San Bernardino, Riverside, Orange, and Inyo Counties

6. **San Diego/Imperial Section**

San Diego and Imperial Counties

7. **Shasta Cascade Section**

Butte, Colusa, Del Norte, Glenn, Humboldt, Lake, Lassen, Mendocino, Modoc, Plumas, Shasta, Sierra, Siskiyou, Tehama and Trinity Counties

*Per the CASBO Bylaws, the CASBO Board of Directors establishes the number and boundaries of the sections and may modify the number and boundaries from time to time as the board deems appropriate.*

## **6001 SECTION FINANCIAL ACCOUNTABILITY GUIDELINES**

- A. Section boards are responsible for overseeing the expenses of their sections, managing their budgets, and ensuring their sections follow CASBO policies.
- B. In order to encourage collaboration in the ongoing management of the association's budget, and to ensure that the CASBO President, CASBO Executive Director and CASBO Board of Directors are included in and apprised of key budgetary decisions for which they are held responsible, section boards seeking to expend section funds in excess of \$5000 must seek prior approval of the CASBO President and Executive Director, either in writing or using electronic communication, a copy of which must be maintained as part of the section records for auditing purposes.
- C. Contracts and Long Term Obligations
  - 1. Legal responsibility for section decisions ultimately falls upon the CASBO Board of Directors. As such, sections may not authorize or sign contracts or other agreements that obligate the association. As with all contracts that obligate the association, contracts or agreements at the section level must be signed by the Executive Director.
- D. Cash Receipts
  - 1. In order to ensure that bank deposits have supporting details, each section Treasurer shall:
    - a. Maintain a cash receipts log that lists the receipt date, name of payer, check amount and date of deposit; or,
    - b. Make copies of all incoming checks and deposit slip prior to making the deposit.
- E. Cash Disbursements
  - 1. In order to have proper segregation of duties over disbursements, each section Treasurer shall first obtain approval from the section President before checks are processed.

- a. The section Treasurer shall provide the section President via email or fax with a list of disbursements to be processed. The list shall include name of payee, amount and a brief explanation of the expense.
- b. The section President shall approve, or ask for additional detail, the disbursements by responding back to the section Treasurer's email or fax.
- c. Upon approval, the section Treasurer shall process the checks. A hardcopy of the email or fax from the section President shall be filed with the disbursements log or check copies as documentation that the disbursements were approved.

#### F. Bank Reconciliation

1. In order to have proper internal control, the section Treasurer shall present the reconciliation reports and bank statements to the section Board of Directors for review and approval during each meeting. The review and approval process shall be noted in the meeting minutes.
2. The section Treasurer shall review the list of outstanding checks each month as part of the bank reconciliation process. Any stale dated checks (six months or older) should be researched. Vendors may need to be contacted as to why checks have remained outstanding. The necessary adjustments should be made which may include one of the following:
  - a. Void check – correction of error
  - b. Void check and re-issue a replacement check – check was lost
  - c. Write off check – check was valid but unable to contact vendor

#### G. Accrual Basis of Accounting

1. In order to comply with generally accepted accounting principles, transactions are to be recorded on an accrual basis.
2. Revenues shall be recognized in the year in which they are earned while expenses shall be recognized in the year in which related revenue is recognized (matching principle). Any receipts or disbursements made after the year-end that pertain to goods or services provided or received prior to year-end shall be accrued as a payable or receivable

#### H. Financial Reports

1. Financial reports shall be provided to the CASBO state office at the end of the fiscal year as follows:

- a. Statement of Financial Position (Balance Sheet)
- b. Statement of Activities (Income Statement)
- c. Copy of bank reconciliations for all accounts for the month of June
- d. Copy of bank statements for all accounts for the month of June
- e. Bank account disclosure form

# **CHAPTER VII: SPECIAL COMMITTEES, TASK FORCES & WORKING GROUPS**

## **Section 7000**

Per Section 4 of Article VII of the CASBO Bylaws, and subject to the approval of the CASBO Board of Directors, the CASBO President is authorized to appoint such special committees, task forces and working groups as the best interests of the association may require. These committees and groups may be created to address specific issues, tasks or projects, serve for a defined period of time and be accountable to the CASBO Board of Directors.

## **7001 ANNUAL CONFERENCE VOLUNTEER TASK FORCE**

- A. The President-elect shall appoint a task force consisting of up to twelve active CASBO members, including a chair, and one member from the Associate Member Committee to collaborate in organizing volunteers for the annual conference that occurs at the end of his/her term. Appointments will be made by the President-elect and presented to the CASBO Board of Directors for ratification at the April or June board meeting. For purposes of this task force, the term “active CASBO members” includes retirees. The associate member position is an ex-officio non-voting position on the task force.
- B. Purpose
  1. The members of the task force will collaborate with staff in soliciting, securing and coordinating volunteers for various roles at the annual conference. These roles may include registration, session monitors, ticket takers, assisting with networking activity logistics and other events. The members of the task force may also support the President during the conference, providing assistance as necessary.
  2. Task force members will follow the policies as established in the Manual of Procedures and in the Annual Conference Volunteer Task Force Handbook (see Chapter XIV on Handbooks).
- C. Terms
  1. Appointments to the Annual Conference Volunteer Task Force will be for one year, beginning at the close of the Annual Conference in the year of appointment and terminating at the close of the subsequent Annual Conference.
- D. Committee Chair
  1. Serves as liaison to the Annual Conference Committee.
  2. Works with the task force, the Annual Conference Committee, the CASBO President and staff during the year of preparation for the Annual Conference regarding volunteers at the upcoming Annual Conference.
  3. Supports the goals and objectives of CASBO as defined in the current member-driven strategic plan.
  4. Submit the committee’s master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting. (See “Approval of Scheduled Meetings” in the Governance Group Meeting Policies in Chapter IX of this manual.)

5. The task force chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of this manual.

E. Process

1. The task force budget will be set by the CASBO Board of Directors and all task force expenditures and activities, including the number and type of meetings, will conform to CASBO policies and practices.

F. Special Appointments

1. All special appointments are the responsibility of the CASBO President, in consultation with the Executive Director.
2. Special appointments are those appointments made to committees and task forces outside of CASBO. Requests for a CASBO member to be appointed to represent the viewpoint of the organization or a particular expertise within the organization or to monitor the activities of an outside group will be received by the Executive Director. The Executive Director will ensure that each request is handled in a timely manner. Requests may be received from individuals and organizations outside of CASBO or from committees and professional councils within CASBO and CASBO staff.
3. Once complete information about the pending appointment is obtained, and a decision is made that CASBO will seek a candidate for the appointment, efforts will be made to identify a qualified and willing candidate. The search may include asking state and section CASBO leaders, including professional council members, for names of CASBO members who might be interested.
4. Once a list of interested individuals is assembled, the CASBO President and Executive Director will review the list to arrive at the best possible candidate. Special appointments must be CASBO members who exhibit a sufficient level of knowledge for the topic area of the outside committee or task force and who will, in the opinion of the President and Executive Director, best represent CASBO and the school business profession. It is appropriate for CASBO staff to be the official CASBO representative at the discretion of the CASBO President and Executive Director.
5. In handling requests for special appointments, the following information shall be obtained at a minimum:

- a. What is the general topic of the outside committee or task force and what is its specific charge?
  - b. What is the length of time the outside committee or task force will be in existence and for how long is the appointment?
  - c. What organizations and/or individuals are sponsoring the committee or task force.
  - d. Will the committee or task force cover the expenses of the appointee?
  - e. Will the appointment require any resources from CASBO, such as covering expenses or providing additional staff support?
6. Generally, CASBO will not reimburse for travel expenses unless the committee or task force is of special interest or importance to the mission of the organization. When expenses are to be covered, those expenses shall be included in the CASBO budget under the appropriate item. Expense claims will be submitted to and approved by the Executive Director.
7. Expectations of CASBO appointees:
- a. Attend assigned meetings. If an appointee is not available for a specific assigned meeting, the Executive Director shall decide if a substitute is necessary and find a replacement.
  - b. Represent CASBO members and the organization favorably.
  - c. Report on meeting activities to the President and Executive Director.
  - d. Refrain from committing CASBO or CASBO resources to an issue or cause. If circumstances arise whereby attendees are seeking an endorsement or position from CASBO, the appointee will collect the information and report the issue as presented for a decision by the appropriate CASBO official or committee.
  - e. Support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

# CHAPTER VIII: GOVERNANCE

## Section 8000

This chapter contains all of the governance documents that have been adopted by the Board of Directors and which are currently in effect. The following governance documents include:

1. CASBO Code of Ethics
2. Professional Standards
3. Speaker/Presenter Guidelines
4. CASBO Partnerships
5. Board Meeting Guidelines
6. Member Leader Handbook\*
7. Governance Team Protocols
8. Professional Council Development & Operational Guide
9. Section Development & Operational Guide
10. Conflict of Interest Statement
11. Annual Authorizing Resolution for Executive Director
12. Board of Directors Self-Assessment
13. Annual Evaluation Process for the Executive Director

*\*to be added October 2015*

## **8001 CODE OF ETHICS**

The California Association of School Business Officials believes in the worth and dignity of all human beings and accepts the responsibility to practice their profession according to the highest ethical standards. CASBO recognizes the importance of the practice of integrity, devotion to excellence, and the nurturing of democratic participation in the organization.

As part of their commitment to the school business profession and the CASBO organization, members will adhere to the following guiding policies:

- A. The member shall serve the organization as a whole rather than any special group or constituency.
- B. The member shall foster a climate of professional courtesy and respect in all activities with other members.
- C. The member will provide for and encourage participation in all CASBO activities and programs without regard to race, color, creed, gender or national origin.
- D. The member shall accord just and equitable treatment to all members of the organization in the exercise of their roles and responsibilities.
- E. Members of CASBO shall be afforded an environment free from sexual harassment. Unwelcome sexual advances, requests for sexual favors and other verbal, visual, or physical conduct of a sexual nature constitute sexual harassment and will not be condoned.
- F. The member shall not use coercion or promises of special treatment in order to influence decisions.
- G. The member's CASBO membership shall not be used for private gain or advantage.
- H. The member shall conduct organization business through proper channels and in accordance with CASBO Bylaws and Manual of Procedures.
- I. The member has an obligation to support the profession and organization and not to misrepresent CASBO in public discussion.
- J. When the member critiques the organization in public, the member has an obligation not to distort the facts and to take adequate precautions to distinguish private views from the official position of the organization.
- K. The member shall keep in confidence personal information that has been

obtained in the course of organizational activities unless disclosure serves professional purposes or is required by law.

L. The member shall not misrepresent his or her own professional qualifications.

*The code of ethics is not an exhaustive enumeration of acts which constitute professional conduct. This code of ethics is a set of ideals to clarify organizational standards and members are expected to honor and follow normal professional standards of conduct in all areas of CASBO activities.*

## **8002 CASBO PROFESSIONAL STANDARDS**

California Association of School Business Officials (CASBO) recognizes its vital role in supporting the education of students as well as supporting the instructional program and student achievement. CASBO further recognizes that their members are both mentors and evolving leaders in their individual fields of school business and as such are essential to the success of education. As leaders, the need for high standards and professional business practices is crucial for all aspects of school operations. The action of the school business professional directly impacts school districts, county offices of education, charter schools and other education organizations as well as the local community, parents, and students. It is the goal of CASBO to delineate guiding principles via this professional standards document to assist each member in understanding their individual role and to provide tenets for daily practice that produce positive results. As stewards of public resources comes a demand for accountability, transparency and integrity. A formal set of professional standards is required now more than ever. These guiding principles on professional standards of conduct become a framework to support the evolving role of school business professionals and form the foundation of daily decision making.

The school business official understands and demonstrates ability in the following areas to:

- A. Leadership and Professionalism
  - 1. Execute and implement professional obligations and responsibilities with integrity.
  - 2. Refuse to use the position for gratification, preferential treatment, or personal gain.
  - 3. Pursue appropriate measures to correct failures of others to act in an ethical manner.

4. Engage in the improvement and growth of the profession through active participation in professional organizations, dissemination of professional knowledge, and mentoring.
  5. Understand the role of a leader and apply various models of organizational leadership as appropriate.
  6. Confront the status quo when evidence exists that change is needed for the health and wellbeing of the organization.
- B. Management, Operations, and Organization
1. Implement and maintain quality business practices through teambuilding, conflict resolution, motivation, and encouragement.
  2. Develop and accomplish specific goals and objectives as required and essential to the ongoing operations of the organization.
  3. Understand and utilize inherent strengths of personnel to maximize results.
  4. Recognize both existing and potential problems and mitigate concerns by securing adequate and pertinent information to assuage concerns and conflict.
  5. Accurately disseminate and communicate to stakeholders complex sets of data and critical information in articulate and easily understandable formats.
- C. Safety and Well-being
1. Support the principles of due process as well to protect both the civil and human rights of all individuals.
  2. Prioritize decision making in consideration of the well-being of students, staff and stakeholders.
  3. Promote safe and productive learning environments with respect to facilities, personnel, and educational programs.
- D. Policy, Regulations, and Advocacy
1. Practice within the professional ethics, standards, and policies of the CASBO organization.
  2. Execute, implement and uphold national, state and local laws, codes, regulations, and policies.
  3. Advocate for change where inconsistencies in professional ethics, standards, policies, laws, codes, and regulations exist.

4. Identify the role of school/community/special interest groups and their influence on policy makers.
5. Advocate for professional conditions and resources that will improve learning environment, outcomes, and delivery of educational programs.

### **8003 CASBO SPEAKER AND PRESENTER CRITERIA**

As a professional association, CASBO utilizes a variety of speakers and presenters for conferences, workshops and professional development activities. In order to maintain our high standards of excellence and quality of our programs, the criteria are expected to be used when selecting speakers and presenters.

#### A. Overriding Principles in Selecting a Speaker or Presenter:

1. The speaker or presenter must provide the best educational opportunity to audience.
2. The opportunity to address CASBO audiences is a privilege.
3. Presentations shall not be a vehicle for directly advertising products or services.

#### B. Speakers

1. A Speaker is a person or persons who deliver a message to an audience at a conference.
  - a. Speakers include:
    - i. Subject matter experts;
    - ii. Celebrities;
    - iii. Professional speakers,
    - iv. Dignitaries.
  2. Selection based on:
    - a. Subject relevance;
    - b. Interest to our members;
    - c. Political acumen,
    - d. Ability to engage audience.
      - i. All Speakers should meet the majority of criteria in the attachment.
      - ii. Paid speakers and invited keynote speakers:
    - e. Annual Conference, CBO Symposium, CBO Boot Camp, Regional Workshops will be vetted by the Professional Staff with input from CASBO Leadership.

- f. Section Events and Workshops will be vetted by the Section Board.

C. Workshop Presenters

1. A Presenter is a person or persons who deliver instruction in a workshop or conference setting.
2. CASBO has had a tradition for over 85 years of using its own members to conduct research, study issues, and report findings to members for their professional development through presentations and workshop at all of the professional development venues.

D. Priority of Presenter Selection (in order of preference):

1. Qualified Members
2. Qualified Associate Member
3. State Department and FCMAT Officials
4. Other outside/Non-member Presenters
  - a. Should be considered only after first considering those above.
  - b. Considered when a special kind of expertise, experience, presentation or deliver is not found among out cadre of regular and associate members.

E. Identifying Qualified Speakers:

1. The individuals selecting a speaker or presenter should make appropriate reference checks of those speakers and presenters they are not directly familiar with.
2. The CASBO group sponsoring the presentation will self-monitor the quality of the speaker and provide appropriate feedback both positive and negative to the speaker or presenter.
3. CASBO State Office Professional Staff

## **8004 CASBO PARTNERSHIPS**

A. Sponsorship Opportunities

1. CASBO may provide marketing opportunities for providers for visibility by participants at professional development programs.

B. Objective of CASBO Partnerships

1. It is CASBO's objective to develop strategic partnerships that help support the mission, strategic plan and goals of the organization and help further advances in the school business industry. Separate and apart

from the association membership, a strategic partnership involves an agreement between CASBO and the partner for opportunities to provide our members with enhanced services or products. In addition, such partnerships may be accompanied by a higher level of branding opportunities along with higher visibility in exchange for a higher level of financial support for the organization. Additional financial support may be in the form of royalty sharing and/or in-kind services. The benefit to CASBO is an additional revenue stream that allows the organization to continue to diversify its revenues in keeping with the evolving nature of the associations' business model.

### C. Partner Eligibility

1. Corporate partnerships are contractual agreements and are negotiated on a case-by-case basis. To provide for an orderly and fair process in the selection of its Corporate Partners, CASBO adopted the following guidelines:

a. Service/Product Criteria: A service/product should:

- i. Have broad based appeal to schools/districts and satisfy recognized needs
- ii. Be one that is frequently utilized and be of importance to schools/districts
- iii. Be easily and effectively communicated through CASBO's communication channels (direct mail, email, website)
- iv. Be readily available and accessible to all schools/districts
- v. Be reasonably priced
- vi. Be income producing to the association; however this is never justification in itself to enter into an endorsed relationship
- vii. Be cost effective; any staff time involved should be minimal of offset by revenue

b. Provider Criteria

- i. Provider must be a CASBO Associate Member.
- ii. Provider must have the ability, resources, facilities, and experience to adequately provide the service/product offered.

- iii. Provider must be financially sound (CASBO may request financial data or bank references).
- iv. Provider must provide a list of references which can verify the quality of service/product.
- v. If appropriate, provider must be licensed to do business in California and meet all legal requirements for providing the service/product.
- vi. Provider must have established a good reputation in the field and show evidence that past performance has been satisfactory.
- vii. Provider must demonstrate alignment with the professional standards of CASBO and acknowledge CASBO's Ethics Standards.
- viii. Provide must disclose any current or recent (prior 6 months) legal liabilities they might have.
- ix. Failure on the part of the provider shall not represent risk to CASBO's brand or reputation.

D. Process for Partnership: The following process should be followed when considering requests for a CASBO Strategic Alliance:

1. Providers desiring an CASBO corporate partnership should send a letter to the executive director or staff designee.
2. If after review by the executive director or designee, it is felt that the service/product meets the criteria set fort, is of value to both CASBO and its members, and is in agreement with the goals and purposes of CASBO, a meeting with a provider/provider representative is arranged.
3. If, after meeting with the provider representative, the executive director or designee determines that the provider/provider meets the criteria a contract will be drafted. Should the proposed partnership be of the Premier or Premier + level, the partnership shall be implemented.
4. Should the proposed partnership be of the Strategic Alliance Level, the draft contract will be forwarded to a task team for review.

5. The task team shall be made up of subject matter experts, a CASBO Board Member or Officer, and an Associate Member Committee (AMC) member. The task team members are responsible to evaluate the opportunities for Strategic Alliance Partners.
  6. The committee then meets to determine if the draft contract should be moved forward for Board Approval.
- E. Timelines:
1. The task force shall operate in a manner and timeframe that is conducive to the professional and efficient pursuit of business partnerships. The task force's consideration of partnerships initially recommended, as well as its evaluation of submitted partner requests shall be executed within a timeframe that both accommodates the task force members' schedules and does not unreasonably delay the objectives of the association. To expedite the process, the CASBO Executive Committee may act on task force recommendations in between meetings of the Board of Directors.
  2. Non-Endorsement: CASBO strategic partnerships do not include any form of endorsement. CASBO will not use the term "endorsement" in any partnership relationship. CASBO views the term "endorsement" to suggest a warranty or guarantee of quality for the products or services provided. As a result, no partnership CASBO enters into shall contain this term nor imply its use or application.
- F. Multiple provider partners: It is possible that more than one provider in a specific area of business could be a strategic partner with CASBO if the services they are partnering to promote are different. Exclusivity at the Strategic Alliance level is granted for a specific product, not for the entire portfolios of the company's products or services. While a company may have exclusivity at the Strategic Alliance Level, competing providers may be partners at the Premier and Premier + levels.
- G. Contract Provisions: The following is a general checklist to be used in drafting a contract.

1. Include a statement which defines the purpose of the contract.
2. Include the terms of the contract along with the exact obligations and expectations of both CASBO and the provider/provider.
3. Include a provision whereby the provider agrees to hold harmless, indemnify and defend CASBO, its affiliates, members, officers, or employees as to any claim arising out of the performance of the product or service.
4. Provide that the provider shall agree to distribute appropriate disclosure and disclaimer information on behalf of CASBO as part of its marketing plan.
5. Provide that CASBO shall have the right to approve the firms marketing plan with respect to use of CASBO's name and logo.
6. Include a plan and a timeline for evaluation of service/product.
7. Include a remuneration clause setting forth the type, timeline and process for payments to CASBO.
8. Include a provision on termination procedures.
9. Include a provision for dispute resolution.
10. Include a glossary of terms, if appropriate.

#### **8005 BOARD OF DIRECTORS BOARD MEETING GUIDELINES**

The Board of Directors meetings will adhere to the following guidelines:

- A. Focus on CASBO's best interests.
- B. Keep the big picture in mind.
- C. Stay focused on the vision – where we are going.
- D. Look to the future – learn from the past.
- E. Look for common ground.
- F. Be respectful of each other.
- G. No sidebar conversations – pay attention to the person speaking.
- H. Address process, not personalities.
- I. Each member takes responsibility for the success of the meeting.
- J. Maintain confidentiality.
- K. Be mindful of meeting scheduling.
- L. Be prepared for meetings.
- M. Start and finish on time.

- N. Stay through the entire meeting, or notify the chair in advance of the need to arrive late or leave early.
- O. If unable to attend, provide input in advance of – and seek information after – the meeting.
- P. Respect the leadership role of the chair.
- Q. The chair establishes meeting process.
- R. Follow our protocols.

## **8006 CASBO GOVERNANCE TEAM PROTOCOLS**

The following shall be referred to as the Board of Directors Protocols or Governance Team Protocols. They represent the consensus of the CASBO Board of Directors on how they will relate to each other, CASBO members, the Executive Director and other CASBO staff.

### SECTION 1: Governance Team Relations

- Board member/board member relations
- Board member/executive director relations
- Board member/association member relations
- Board member/staff relations

### SECTION 2: Governance Team Operations

#### SECTION 3: Effective Board Meetings

- Meeting logistics
- Meeting execution

#### SECTION 4: Responsibilities and Authorities

- Board responsibilities
- Individual authority
- Human resources

## SECTION 1: Governance Team Relations

### Board Member/Board Member Relations

| ISSUE             | AGREEMENT   |
|-------------------|---|
| <b>1. Culture</b> | <p>The governance team is committed to establishing a governance framework that will perpetuate a positive culture at the board and staff levels, as well as throughout the association.</p> <p>The board values diverse opinions among its members and realizes that by respecting that diversity and seeking common ground it becomes more effective.</p>   |
| <b>2. Respect</b> | <p>We will respect and value input from all governance team members at board meetings. This includes respecting:</p> <p>Each other's roles:</p> <ul style="list-style-type: none"> <li>• The board brings the beliefs, values and wishes of the membership to the board table</li> </ul> <p>Each other's right to have a different opinion:<br/>The importance of being willing to listen openly to that opinion, working to understand it, considering it carefully and being willing to modify one's own opinion based on new insights from someone else.</p>   |
| <b>3. Trust</b>   | <p>The board recognizes that trust increases as people work together. Trust builds when:</p> <ul style="list-style-type: none"> <li>• We are honest, telling each other how they feel about issues and why;</li> <li>• We take time to get to know each other;</li> <li>• We have sufficient time to discuss topics;</li> <li>• The discussion of an issue is open and honest, not personal;</li> <li>• We behave consistently and can be counted on to do what they say they will;</li> <li>• We listen openly, respectfully and empathetically, truly striving to understand each other's perspectives;</li> <li>• We use language that shows respect for other people's opinions so common ground can be found; and</li> </ul> <p>We manage their behaviors during meetings.</p> |

|  |   |
|--|---|
| <p><b>4. Managing difficult issues</b></p> | <p>As we deal with difficult issues, we will work diligently to maintain an atmosphere of mutual respect. We understand that individuals must be true to their own beliefs as they work to create and maintain a positive governance team culture.</p> <p>Everyone agrees it is important to identify and address conflicts.</p> <p>We will work on creating an environment in which people understand you can have trust and respect without agreement. Differences will be respected and listened to.</p> <p>Everyone will watch the tone he or she uses to state differences and will abide by board meeting guidelines.</p> |
| <p><b>5. Need for information</b></p>      | <p>We realize that as individuals we have differing needs for information. We will work together to ensure we have the information we each need while respecting each other's and staff's time.</p>   |
| <p><b>6. No surprises</b></p>              | <p>Board members will be open, honest, forthright and respectful.</p>   |

## Board Member/Executive Director Relations

| ISSUE  | AGREEMENT   |
|--|---|
| <b>7. Giving direction to the executive director</b> | <p>Individual board members are not vested with the authority to give direction to the executive director (or other staff). However, individual board members can share information and insights with the executive director so the executive director may take them under advisement.</p> <p>The board majority, sitting at the board table, has the authority to provide direction to the executive director.</p> <p>The executive director receives day-to-day direction from the association president.</p> |
| <b>8. No surprises</b>                               | Board members and the executive director will be open, honest, forthright and respectful.   |

## Board Member/Association Member Relations

| ISSUE   | AGREEMENT   |
|---|---|
| <p><b>9. Serving as communications liaisons</b></p> | <p>We play vital roles as association advocates and communications liaisons to our respective member constituents.</p>  |
| <p><b>10. Handling member concerns</b></p>          | <p>When member concerns are communicated to us we will remember that we are being approached in our role as a board member. We will listen to the concern in order to gain understanding.</p> <p>If the concern is about another board member or staff, we will communicate the concern directly to the president.</p> <p>If the concern is about other issues, we may decide to handle it ourselves if it is within our scope of responsibility, informing the president and/or executive director in order to ensure organizational awareness of the concern. If the concern is of a broader or more serious nature, we will refer it to the president and/or executive director.</p> <p>We will communicate with the member who expressed the concern in order to ensure they are aware of how the concern was addressed. The appropriate person to communicate with the member will be the person who handled the concern, whether it is the board member who received the concern, the president or the executive director.</p> <p>We will not divulge confidential information.</p> |

## Board Member/Staff Relations

| ISSUE   | AGREEMENT  |
|---|--|
| <b>11. Individual board member requests for information</b> | <p>We understand that when seeking basic information, it is appropriate for individual board members to communicate with senior staff members directly.</p> <p>On complex or serious matters, it is appropriate for us to communicate with the executive director.</p> <p>We will self-monitor to ensure our requests don't overwhelm staff members and distract their focus from the association's strategic goals.</p> |
| <b>12. Handling concerns from staff</b>                     | <p>When a staff person expresses a concern to us, we will direct them back to the executive director and/or president as appropriate.</p>  |
| <b>13. Addressing our own concerns regarding staff</b>      | <p>If we have concerns about staff, we will communicate with the executive director.</p>   |
| <b>14. Respect</b>  | <p>We will demonstrate professional respect for all staff members.</p>   |

## SECTION 2: Governance Team Operations

| ISSUE   | AGREEMENT  |
|---|--|
| <b>15. New board member orientation</b>                               | <p>Whenever a new member joins the board, he or she will:</p> <ul style="list-style-type: none"> <li>• Have the opportunity to meet with appropriate staff to learn about association operations;</li> <li>• Have the opportunity to tour the CASBO office;</li> <li>• Have the opportunity to be briefed on current issues.</li> </ul>  |
| <b>16. Focus on strategic goals</b>                                   | The governance team will communicate association priorities and strategic plan goals, and focus all efforts on the attainment of those goals.  |
| <b>17. Focus on continuous governance improvement</b>                 | As a governance team we have a shared commitment to continuous governance improvement.   |
| <b>18. Confidentiality</b>  | The responsibilities of the board include access to confidential information about association litigation/legal issues, human resources and other issues. We will work to maintain each other's trust, as well as that of our members and staff, by not breaching confidentiality.   |
| <b>19. Adhere to meeting guidelines and governance team protocols</b> | We will adhere to meeting guidelines and protocols we have adopted. Each year during our June meeting we will review our guidelines and protocols, make any changes and recommit to them.  |
| <b>20. "Ad Hoc" committees</b>  | <p>The board president may establish and appoint short-term "ad hoc" committees or working groups to address specific issues.</p> <p>It is understood that ad hoc committee work is designed to promote effective board operations by utilizing a subgroup of board members and other association members to research issues and develop recommendations to the board, enabling the board to make more-informed decisions.</p> |
| <b>21. Support of staff</b>   | We are committed to providing the executive director and staff the support they need to meet the strategic plan goals.   |

## SECTION 3: Effective Board Meetings

### Meeting logistics

| ISSUE  | AGREEMENT  |
|--|--|
| <b>22. Building the agenda</b>                                 | In order to focus our efforts on CASBO priorities, we will organize agenda items consistent with the current strategic plan.   |
| <b>23. Placing items on the agenda/ bringing up new ideas</b>  | <p>Board members are encouraged to bring new ideas or issues to the attention of the board.</p> <p>We may accomplish this by:</p> <ul style="list-style-type: none"> <li>• Communicating with the president and requesting that an item be added to the agenda prior to the board packet being distributed via mail by staff;</li> <li>• Communicating with the president after board packet distribution and prior to the start of the meeting; or</li> <li>• Requesting an issue be added to the agenda during the meeting's agenda approval item.</li> </ul> <p>We understand it is important to keep the association focused on strategic plan priorities and not to divert the focus from efforts in those areas.</p> |
| <b>24. Meeting room layout/placement of officers and staff</b> | <p>In order to enhance the governance team's ability to dialogue thoughtfully at board meetings and work together as a team, the board table will be arranged so members can easily see each other and staff.</p> <p>The president has the discretion to establish the board room layout.</p>  |
| <b>25. Minutes</b>   | Minutes will be records of actions taken, not transcriptions of comments made. The topic will be noted, followed by a very general description of the issue and documentation of any action taken.   |
| <b>26. Meeting guidelines</b>                                  | We support a culture of civility and collegiality at board meetings, as represented by the board-approved meeting guidelines and governance protocols.   |

|                                   |   |
|-----------------------------------|---|
| <b>27. Roberts Rules of Order</b> | The governance team will, using Robert's Rules of Order, deliberate, make motions and vote in a collegial and organized fashion under the president's leadership.                                 |
| <b>28. Meeting attendance</b>     | Understanding the vital importance of having every voice heard and every perspective represented in board deliberations, board members are expected to attend all meetings from beginning to end. |

## Meeting execution

| ISSUE   | AGREEMENT   |
|---|---|
| <b>29. Meeting focus</b>  | Board members agree to focus on the current agenda item. The association president will support and foster this approach.   |
| <b>30. Setting the tone</b>   | The team will support the president’s efforts to set a respectful, professional tone.   |
| <b>31. Asking questions at board meetings</b>                       | The tone and timing of questions will reflect an environment of productive collaboration.   |
| <b>32. Board meeting confidentiality</b>                            | Issues discussed in a closed session should not be shared with anyone who was not in that session. We understand that breaching confidentiality undercuts our trust in each other.  |
| <b>33. “No” votes and abstentions</b>                               | Each board member recognizes and respects the right of other members to vote “no” on an issue or to abstain from voting in accordance with Robert’s Rules of Order.   |
| <b>34. Majority decisions set the direction</b>                     | We will represent the board in everything we say and do and will endeavor to communicate the board’s direction/decision, not an individual perspective or position.   |
| <b>35. Board meeting evaluation/governance team self-evaluation</b> | <p>At the end of each meeting, prior to adjournment, the board president will ask if anyone has a comment about the board meeting.</p> <p>In addition, we may complete a meeting evaluation form at the end of every meeting and return to the board president. The board president and executive director will review the completed forms, take member comments into consideration when planning board meetings, and share the anonymous input with the full board as appropriate.</p> <p>The governance team will consider ways to self-monitor team effectiveness.</p> |

## SECTION 4: Responsibilities and Authorities

### Individual Authority

| ISSUE                               | AGREEMENT  |
|-------------------------------------|--|
| <b>36. Authority as individuals</b> | We have no individual authority as members of the CASBO board of directors. Only the board, when voting at a board meeting, can authorize action, except as delineated in the association bylaws and Manual of Procedures. |

## Human Resources

| ISSUE   | AGREEMENT  |
|---|--|
| <b>37. Human resources</b>                            | <p>The board fulfills its governance responsibilities in relation to CASBO staff by:</p> <ul style="list-style-type: none"><li>• Setting an overall direction that we wish to have a climate of excellence, a culture of continuous learning and improvement.</li><li>• Holding the executive director accountable for the performance of all other personnel.</li></ul>                               |
| <b>38. Interaction with staff on personnel issues</b> | <p>We understand that individual board member interaction with staff (other than the executive director) on human resource matters is inappropriate and potentially places the association in legal jeopardy. In addition, the executive director may be limited for legal reasons in his or her ability to discuss certain issues with board members other than the president and other officers.</p> |
| <b>39. Employing staff</b>                            | <p>The board is responsible for hiring the executive director.</p> <p>The executive director is responsible for the recruitment, hiring, supervision and evaluation of all other staff.</p>  |
| <b>40. Directing staff</b>                            | <p>Individual board members are not vested with the authority to direct staff, with the exception of the president, who provides direction to the executive director.</p>  |

## **8007 CASBO CONFLICT OF INTEREST POLICY**

NOTE: CASBO State and section officers and directors, committee or council chairs and CASBO staff must each sign the form that appears at the end of this policy on an annual basis. This form is an acknowledgement of the contents of this policy and agreement to abide by the policy. Obtaining signatures is enforced annually by CASBO's auditors in compliance with state and federal laws governing non-profit organizations.

### **A. Purpose**

1. The individual leaders of the California Association of School Business Officials ("Organization"), including but not limited to the Organization's directors ("Directors") and officers ("Officers"), must act in the best interests of the Organization and must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of the Organization. Moreover, the Organization's Directors have an obligation to ensure that the Organization maintains a bias-free decision-making process.
2. All Interested Persons (as that term is defined in section II.A. below) are required to comply with the provisions of this conflict of interest policy ("Policy"). The purpose of this Policy is to inform Interested Persons about what constitutes a conflict of interest, assist them in identifying and disclosing actual and potential conflicts, and help them to avoid conflicts of interest where necessary. This Policy is intended to supplement but not replace any applicable federal and California state laws governing conflicts of interest applicable to nonprofit and charitable organizations.

### **B. Definitions**

1. Interested Person
  - a. An "Interested Person" is any Director or Officer of the Organization; any director or officer of a regional section of the Organization; any chair of a standing or operational committee, Board committee, or professional council; or any staff member of the Organization.

### **C. Financial Interest**

1. A person has a "Financial Interest" if the person has, directly or indirectly, through a business, an investment, or a Family Member (as that term is defined in section II.C. below):

- a. an ownership or investment interest in any entity with which the Organization has a transaction or arrangement;
  - b. an arrangement regarding Compensation (as that term is defined in section II.D. below) with the Organization or with any entity or individual with which the Organization has a transaction or arrangement; or
  - c. a potential ownership or investment interest in, or Compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.
2. A Financial Interest is not necessarily a conflict of interest. An Interested Person who has a Financial Interest will have a conflict of interest only if the Board of Directors of the Organization (“Board”) decides under section III.B. below that a conflict of interest exists.
    - a. Shares owned by an Interested Person in a publicly traded company shall not be considered a Financial Interest under section II.B.1.

#### D. Family Member

1. A “Family Member” includes an Interested Person’s spouse, brother, sister, spouse of a brother or a sister, parent, grandparent, great grandparent, child, grandchild, great grandchild, and spouse of a child, a grandchild, or a great grandchild. The relations in the preceding sentence include relations by blood, marriage, or adoption. A Family Member also shall include any other person whose relationship to an Interested Person could be considered by an unrelated third party to be equivalent to those relations listed in the first sentence of this section II.C. Determination of whether an individual is a Family Member shall be at the sole discretion of the Board.
  - a. Compensation
    - i. “Compensation” means the salary, benefits, and any other amounts paid to an individual, and also includes gifts or favors that are substantial in nature.
  - b. Conflict of interest
    - i. A conflict of interest may arise when an Interested Person has some interest, including a Financial Interest, which presents or may present a conflict between the Interested

Person's obligations to the Organization and the Interested Person's personal, business, or other interests. Any circumstances under which the interests of an Interested Person may be seen as competing or at odds with the interests of the Organization may lead to a conflict of interest. A "Conflict of Interest" exists when, in view of all of the facts and circumstances, the conflict is substantial enough that it would, or reasonably could, affect the Interested Person's judgment with respect to making decisions concerning the Organization.

#### E. Procedures

##### a. Duty to disclose

- i. An Interested Person must disclose the existence and nature of any actual, potential, or apparent conflict of interest, including Financial Interests in a proposed transaction or arrangement being considered by the Board, and all related material facts to the Board. If an Interested Person discovers an actual, potential, or apparent conflict of interest with respect to a decision of the Organization that has already been made, or a transaction or arrangement that the Board has already entered into, the Interested Person must immediately disclose the existence and nature of the actual, potential, or apparent conflict and all related material facts to the Board.

##### b. Determining whether a conflict of interest exists

- i. After the actual, potential, or apparent conflict of interest has been disclosed to the Board and discussed as necessary with the Interested Person, the Board shall determine whether a Conflict of Interest (as defined in section II.E. above) exists or may exist. The Interested Person shall leave the Board meeting while the matter is discussed and voted upon.

##### c. Procedures for Addressing the Conflict of Interest

- i. If the Board decides that a Conflict of Interest exists or may exist, the following measures shall be taken:

1. If the Conflict of Interest is general in nature (*i.e.*, does not pertain to a specific transaction or arrangement being considered by the Board), the Interested Person shall be recused from all deliberations and decision-making related to the matter which gives rise to the Conflict of Interest.
2. If the Conflict of Interest is specific in nature (*i.e.*, pertains to a specific transaction or arrangement being considered by the Board), the following shall apply:
3. The Interested Person may make a presentation to the Board, but after such presentation, he or she shall leave the meeting during the discussion of, and the vote on, the measures to be taken regarding the Conflict of Interest.
4. The chairperson of the Board shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
5. After exercising due diligence, the Board shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a Conflict of Interest.
6. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a Conflict of Interest, the Board shall determine by a majority vote of the disinterested Directors:
  - a. whether the transaction or arrangement is in the Organization's best interest and for its own benefit;
  - b. whether the transaction or arrangement is fair and reasonable to the Organization; and

- c. whether to enter into the transaction or arrangement in conformity with such determination.
    - d. Violations of this Policy
      - i. If the Board has reasonable cause to believe that an Interested Person has failed to disclose actual, potential, or apparent conflict of interest, it shall inform the Interested Person of the basis for such belief and afford the Interested Person an opportunity to explain the alleged failure to disclose.
      - ii. If, after hearing the response of the Interested Person, making such further investigation as may be warranted in the circumstances, and determining that the Interested Person has in fact failed to disclose an actual or possible Conflict of Interest, the Board shall take appropriate disciplinary and corrective actions.
    - e. Board or Committee Actions; Other Organizational Decision-Making
      - i. Any action, decision, or determination by the Board or committee of the Board required or permitted under this Policy shall not include the participation of a Director with a Conflict of Interest in the transaction or arrangement under consideration.
      - ii. Any Interested Person with a Conflict of Interest with respect to a general matter shall not participate in the deliberations or decision-making process related to that matter.

F. Records of Proceedings

- 1. The minutes of Board meetings at which Conflicts of Interest are addressed shall be prepared by the later of the next Board meeting or 60 days after the final action by the Board on the Conflict of Interest and shall contain:
  - a. The names of the Interested Persons who disclosed or otherwise were found to have an actual, potential, or apparent conflict of interest in connection with an actual or possible transaction or

arrangement; the nature of the actual, potential, or apparent conflict; the action taken to determine whether a Conflict of Interest was present and the date of the action; and the decision of the Board as to whether a Conflict of Interest in fact existed.

- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, comparability data relied upon by the Board and how the data was obtained, the terms of the transaction and the date it was approved, and a record of any votes taken in connection with the proposal.

#### G. Determination of Compensation

1. The following provisions shall apply with regard to determination of Compensation:

- a. A Director who receives Compensation, directly or indirectly, from the Organization for services rendered to the Organization is precluded from voting on any matters pertaining to that Director's Compensation.
- b. A member of any committee of the Board whose jurisdiction includes matters of Compensation and who receives Compensation, directly or indirectly, from the Organization for services rendered to the Organization is precluded from voting on any matters pertaining to that member's Compensation.
  - ii. Provisions 1 and 2 of this section V are not intended to preclude Directors or committee members from:
    1. determining the types and levels of reasonable expenses for which Directors or committee members, as a group, may be reimbursed under the Organization's bylaws; or
    2. providing information regarding Compensation to the Board or any committee of the Board.

#### H. Annual Statements

1. Each Interested Person shall annually complete the Conflict of Interest Statement in the form attached as Exhibit A.
  - a. Periodic Reviews

- i. To ensure that the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:
  - 1) Whether Compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining; and
  - 2. Whether partnerships, joint ventures, and arrangements with management organizations conform to this Policy as well as to the Organization's other written policies, are properly recorded, reflect reasonable investment or payments for good and services, further charitable purposes, and do not result in inurement, impermissible private benefit, or in an excess benefit transaction.

I. Use of Outside Experts

- 1. When conducting the periodic reviews as provided for in section VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

EXHIBIT A

ANNUAL CONFLICT OF INTEREST STATEMENT  
FOR  
CALIFORNIA ASSOCIATION OF SCHOOL BUSINESS OFFICIALS

*Conflict of Interest Information for Fiscal Year beginning \_\_\_\_\_, \_\_\_\_\_*

**This form must be signed annually by all CASBO officers, members of the Board of Directors, committee and council chairs and staff.**

All capitalized terms not defined herein are as defined in the Conflict of Interest Policy (“**Policy**”) of California Association of School Business Officials (“**Organization**”).

I, the undersigned, certify:

- ii. I have received a copy of the Policy;
- iii. I have read and understand the Policy;
- iv. I agree to comply with the terms and conditions of the Policy; and
- v. I understand that the Organization is charitable and that in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Listed below are all actual, potential, or apparent conflicts of interests and Compensation arrangements that I have not previously disclosed in writing to the Organization and the existence of which does or may result in a Conflict of Interest:

*(attach additional pages if necessary)*

Signature: \_\_\_\_\_

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

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

**8008 RESOLUTION OF THE BOARD OF DIRECTORS OF CALIFORNIA ASSOCIATION  
OF SCHOOL BUSINESS OFFICIALS**

Adopted annually at the June meeting of the Board of Directors

**Delegation of Certain Authority and Responsibilities  
to the Executive Director**

WHEREAS, the Board of Directors of the California Association of School Business Officials (CASBO), having ultimate authority and responsibility for CASBO, deems it to be in the best interest of CASBO to delegate to its Executive Director certain authority and responsibilities; it is therefore

RESOLVED, that the Board delegates the following responsibilities and authority to the Executive Director:

- Provide executive direction and supervision for CASBO;
- Represent CASBO in meetings with members and constituents;
- Hire, terminate, and establish or increase the salaries of employees as contained in the approved budget; except that the Executive Director shall not establish or increase his/her own level of compensation, which shall be established or increased solely by the Board or authorized committee of the Board;
- Sign disbursements (checks/fund transfer requests) on general operating expenses and other obligations as contained in the approved budget;
- Accept grant funds and execute grant agreements, regardless of the amount of the grant;
- Approve a capital expenditure or investment if the amount thereof does not exceed \$50,000;
- Sell, transfer, or retire an asset owned by CASBO if neither its book value nor its current value exceeds \$25,000; provided that no asset of CASBO shall be sold or transferred to an organization that is related to CASBO through common control without Board approval;
- Execute a lease if the amount to be paid out or received in any one year does not exceed \$25,000 and does not, during its entire term, exceed \$50,000;
- Execute a facilities lease if the amount to be paid out or received in any one year does not exceed \$120,000;

- Execute any contract that involves only the incurring of operating expenses that are usual and customary in the conduct of the business; and
- Execute any other contract if the amount to be paid out or received in any one year does not exceed \$50,000 and does not, during its entire term, exceed \$100,000.

RESOLVED FURTHER, that any expenditures, contracts, or other transactions that are not authorized above must be authorized by the Board of Directors or Executive Committee before the same are entered into.

### **Confirmation of Executive Director**

RESOLVED FURTHER, that the Board of Directors confirms that Molly McGee-Hewitt is currently serving as the Executive Director of CASBO.

**Votes:** YES: \_\_\_\_\_ NO: \_\_\_\_\_

ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 200\_

Signed: \_\_\_\_\_

Insert name of Vice President

Vice President/Secretary

## **8009 CASBO BOARD OF DIRECTORS SELF-ASSESSMENT**

The CASBO Board of Directors may assess itself after each meeting to determine the effectiveness of the meeting and the board as a team. The board may appoint one of its own members for a period of one year to serve as the facilitator to guide the self-assessment at the end of each meeting. Annually, the board may appoint an experienced facilitator to assist with a more in-depth discussion and self-assessment.

### A. Process

1. The board will assign a specific amount of time at the end of each meeting for a discussion self-assessment of the preceding meeting.
2. No notes will be taken unless action is taken.
3. The self-assessment will be an informal discussion about the board meeting.
4. The following questions will be used to guide the discussion.

### B. Discussion Questions

1. Strategic Oversight: Was the board's discussion focused on CASBO's strategic plan?
2. Cultural Oversight: Did board members treat each other professionally and according to CASBO's values?
3. Operational Oversight: Did the discussion stay at the appropriate level (policy versus operational details)?
4. Meeting Conduct: Was the meeting conducted appropriately according to the approved agenda?

## **8010 CASBO EXECUTIVE DIRECTOR PERFORMANCE APPRAISAL PROCESS**

The CASBO Board of Directors is committed to maintaining a positive, constructive, collaborative relationship with its executive director in furtherance of the association's strategic plan. The following excerpt reflects this view.

Nonprofit boards have primary legal responsibility for governance – the exercise and assignment of power and authority – of their organizations. Boards reserve to themselves organizational oversight and policy setting, and delegate to the chief executive responsibility for managing operations and resources. Exceptional boards are not just outside examiners, but also powerful forces supporting the organization and its chief executive.

While respecting the division of labor, exceptional boards become allies with the chief executive in pursuit of the mission. They understand that they and the chief executive bring essential, complementary ingredients to the governance partnership that, when combined, are greater than the sum of their parts. Exceptional boards recognize that they cannot govern well without the chief executive's collaboration and that the chief executive cannot lead the organization to its full potential without the board's unflinching support. Exceptional boards forge a partnership with the chief executive characterized by mutual trust, forthrightness, and a common commitment to mission. They encourage a strong, honest chief executive to pose questions and offer answers, and to share bad news early and openly. In turn, chief executives provide boards with tools and information to govern exceptionally. They welcome differing points of view and strategic thinking at the board table. Members of exceptional boards communicate regularly with the chief executive, informally discussing concerns in and between meetings.

*Twelve Principles of Governance That Power Exceptional Boards*

BoardSource 2005

- A. In light of this approach to effective governance, the CASBO board of directors has established the following process for the evaluation of its executive director.
  1. Goals of performance appraisals
    - a. Performance appraisals for the CASBO executive director have three major goals:
      - i. To clarify expectations between the board and the executive director on roles, responsibilities and job expectations;
      - ii. To provide insight into the board's perception of the executive director's strengths, limitations, and overall performance; and
      - iii. To foster the growth and development of both the executive director and the organization.
    - b. What follows is CASBO's process for how performance appraisals will be conducted for the executive director of the association.
  11. Clarity of expectations

- a. To build greater clarity of expectations, the board will create opportunities at each meeting for strategic dialogue on emerging “mega issues” and for creating and monitoring the association’s strategic direction as provided in CASBO’s strategic plan. This ongoing dialogue will become the basis from which the executive director will draw guidance on emerging priorities for the coming period (both one year and three to five years). He/she will use this information to identify strategic opportunities and potential resource conflicts these strategic opportunities may create. Where such potential conflicts may exist, he/she will so inform the board at the earliest possible opportunity and indicate, if necessary, the need for board input into strategic choices and/or the need for the board to establish clearer priorities. (He/she will also inform the Strategic Planning Team at its annual review meeting of any issues so the team may discuss and provide input and recommendations to the board.) Absent such decisions, the board will recognize the executive director’s recommendations/identification of such issues as due diligence in the execution of his/her responsibilities. In addition, this process will be considered as part of the key data points upon which performance evaluation will be based.
- b. The satisfactory execution of the strategic plan will constitute a portion of performance evaluation measures, and the process outlined above will be used as further clarity about what portions of the plan (or ongoing operations) require priority attention. The plan alone, however, will not be considered as the only basis for evaluation. At the November board meeting each year, the board and executive director will allow time for discussion of the execution of the strategic plan and overall organizational satisfaction with the progress against the

plan. This will include a review of input from the Strategic Planning Team from their annual summer meeting.

- B. The process is based on the use of recommended instruments as outlined below:
1. The four officers of the association functions as the Executive Director Performance Appraisal Committee. The committee is chaired by the CASBO president.
  2. Each year at the June meeting, the Executive Director Performance Appraisal Committee asks for feedback from board members in a confidential closed session to discuss the executive director's performance against the board's documented goals for the previous year. (See attached questions used for this discussion). This is an informal discussion, with notes taken by the president only. At this time, the board also clarifies expectations for the executive director for the coming year. These expectations are based on the association's strategic plan and mega-issue dialogues that have taken place at previous meetings.
  3. The Executive Director Performance Appraisal Committee uses the information collected from the board discussion, as well as their individual experiences, to complete the performance appraisal document. The president drafts a one-to two page narrative that that is then reviewed and approved by the Executive Director Performance Appraisal Committee.
  4. The executive director also conducts a self-appraisal on similar qualitative and quantitative measures during the same timeframe. This is comprised of a written summary of progress of annual goals as established in the strategic plan and board-approved additional goals.
  5. The Executive Director Performance Appraisal Committee in its entirety delivers the review of performance to the executive director in person, including the written document and related conversation. This session may occur at such time and place that the executive director and the committee members are already gathered for another purpose.
  6. At this meeting, goals for the coming year will also be discussed and established, based on the evaluation work and the dialogue which occurred with the full board. The executive director will document these goals and obtain final approval from the committee within 30 days.

7. A summary of the evaluation may be given to the full board in a subsequent closed session.
8. In addition, contract adjustment and compensation review will also be conducted by the Executive Director Performance Appraisal Committee based upon the performance evaluation results and comparable compensation data. The Executive Director Performance Appraisal Committee must be able to support its determination that the executive's compensation is fair and just by considering relevant comparability information.
9. Every year, the Executive Director Performance Appraisal Committee will survey salaries and total compensation for the executive directors of California statewide educational organizations comparable in size, scope (budget, assets and staff metrics) and mission to CASBO. The purpose of this benchmarking process is to provide objective and relevant salary and compensation data to assure that the organization adequately and fairly establishes and adjusts the salary and total compensation of the executive director. Specifically, executive director compensation will be benchmarked against the other California statewide educational associations that may include but be not limited to:
  - a. Association of California School Administrators
  - b. California County Superintendents Educational Services Association
  - c. California School Boards Association
  - d. California School Employees Association
  - e. California Teachers Association
  - f. California Parent Teacher Association
10. For a national perspective, executive director compensation may also be benchmarked against ASBO International affiliates comparable in size, scope (budget, assets and staff metrics) to CASBO. These ASBO affiliates may include but be not limited to:
  - a. Illinois ASBO
  - b. New York ASBO
  - c. Pennsylvania ASBO
  - d. Texas ASBO
  - e. ASBO International

11. In accordance with law, the process of determining compensation must include all three of the following elements:
- a. Review and approval
    - i. The compensation for the position must be reviewed and approved by the Executive Director Performance Appraisal Committee, provided that persons with conflicts of interest with respect to the compensation arrangement at issue are not involved in this review and approval.
  - b. Use of data as to comparable compensation
    - i. The compensation of the person is reviewed and approved using data as to comparable compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations.
  - c. Contemporaneous documentation and recordkeeping
    - i. There is contemporaneous documentation and recordkeeping with respect to the deliberations and decisions of the Executive Director Performance Appraisal Committee regarding the compensation arrangement.

C. Open-Ended Questions for Board Discussion on Executive Director Performance

1. The board has adopted the association's strategic plan and, in doing so, has determined the strategic outcomes and objectives of the organization. How well are the objectives being realized?
2. What are the three major strengths of the executive director?
3. What are some limitations in the executive director's performance over the last year?
4. What have been the most significant achievements of the executive director over the last year?
5. What external factors have influenced the executive director's performance over the last year?
6. In the last year, what difficult issues has the organization faced, and how did the executive director bring them to resolution?
7. The executive director sends monitoring reports regularly. Are the reports useful and easy to understand?
8. Does the executive director recruit and supervise effective staff?
9. Have any legal or ethical issues arisen with regard to the operations of the organization? How were these brought to successful resolution?
10. What are areas in which the board could provide better support to the executive director?
11. Additional comments:

# CHAPTER IX: OPERATIONAL POLICIES

## Section 9000

This chapter contains all of the operational policies that have been adopted by the Board of Directors and which are currently in effect. The following policy documents include:

1. CASBO Board of Directors Budget Development Calendar
2. CASBO Membership Categories & Dues Structure
3. Revocation of Memberships
4. Member Communication by Electronic Means
5. Governance Meeting Policies
6. Governance Meeting Expense Reimbursement
7. Budget Oversight by Governance Group Chairs
8. Section Financial Accountability Guidelines
9. Annual Conference Schedule
10. Session Presenters at Annual Conference
11. Expense Reimbursement for CASBO Officers, Board Members and EAF Trustees
12. Associate Member Sponsorship Policies
13. Guidelines for Administration of Associate Member Committee Scholarship Funds by Friends of Education in School Business Management
14. Definition of CASBO Sections

## **9001 CASBO BUDGET DEVELOPMENT CALENDAR**

|          |  |
|----------|--|
| January  | The Board of Directors will hold a budget study session during the January board meeting to review historical and current budget information and provide direction to staff for the development of the next year's budget.   |
| February | The Executive Director and staff team leaders will provide budget numbers and budget assumptions to the Chief Financial Officer  |
| March    | <p>The Chief Financial Officer will prepare a draft of the preliminary budget and review it with the Executive Director and directors.</p> <p>The Executive Director and the Chief Financial Officer will have a conference call with the Vice President and President-elect to discuss the preliminary budget and budget assumptions.</p> <p>The Chief Financial Officer will finalize the preliminary budget and budget assumptions for their inclusion in the April board meeting packet.</p>   |
| April    | The Chief Financial Officer will present the proposed budget priorities to the board at its April meeting. The board will review the draft budget and provide additional direction to staff.   |
| May      | <p>The Chief Financial Officer will make changes to the budget as a result of the April board meeting, as well as any other changes based on new information from the Executive Director and staff that will have an impact on the budget.</p> <p>The Executive Director and the Chief Financial Officer will hold a conference call with the Vice President and President-elect on the updated budget.</p> <p>The Chief Financial Officer will prepare the proposed budget and budget assumptions for their inclusion in the June board meeting packet.</p> |
| June     | The Chief Financial Officer will present the proposed budget to the board during its June meeting, highlighting any major changes.   |

## **9002 CASBO MEMBERSHIP CATEGORIES & DUES STRUCTURE**

### A. Membership dues

#### 1. Individual

A. Individual Access membership has four levels.

1. Aspiring Access - \$135
2. Career Accelerator - \$ 275
3. Distinguished - \$475
4. Executive - \$750

*Individuals members at all levels can participate in all levels of association governance. Dues will be evaluated annually and presented to the Board for change if necessary.*

### B. Organizational

1. A CBEDs-based dues structure is in effect for districts, “class” structure for county offices of education, and an enrollment-based structure for community colleges.

| <b>Tier/ADA</b> | <b>COE</b> | <b>Comm College Districts</b> | <b>Current Dues</b> |
|-----------------|------------|-------------------------------|---------------------|
| Under 2,500     |            | 0-10,000 students             | \$545               |
| 2,401 - 5,000   | Class 8    | 10,001-15,000                 | \$620               |
| 5,001 - 10,000  | Class 7    | 15,001-20,000                 | \$700               |
| 10,001 - 20,000 | Class 6    | 20,001-30,000                 | \$775               |
| 20,001 - 30,000 | Class 5    | 30,001-40,000                 | \$855               |
| 30,001 - 40,000 | Class 4    | 40,001-50,000                 | \$930               |
| 40,001 - 50,000 | Class 3    | 50,001-60,000                 | \$1,010             |
| 50,001 - 60,000 | Class 2    | 60,001-100,000                | \$1,085             |
| Over 60,000     | Class 1    | 100,001 +                     | \$1,160             |

### C. Associate

#### 1. Tiered dues structure.

- A. 10 or fewer employees: \$660
- B. 11 to 29 employees: \$990
- C. 30 or more: \$1,320
- D. Additional members are \$110.

*All rates increase by 4 percent annually.*

D. State Agency

1. Membership is \$545 per year.
2. Dues will increase by 4 percent annually.
3. Includes state agencies and higher education institutions.
4. Primary contact may serve on standing committees, operational committees and professional councils, but may not serve as a committee chair, assistant chair or hold elected office at the state or section levels.

E. Retirees

1. Dues are \$50 per year
2. Must not be currently employed as a regular employee of a qualifying education agency.
3. To be eligible for retiree membership, the individual must be employed by a qualifying education agency at the time of retirement.

F. Honorary Life Members

1. No dues charged to these individuals
2. Receive complimentary registration to the Annual Conference
3. Receive member benefits at the highest individual member access level.

G. Additional membership details

1. Non-members cannot participate in association leadership at the state or section level.
2. Free job listings are available only to CASBO member organizations.
3. Non-members pay an increased rate to participate in professional development events.
4. CASBO membership lists are not for sale.

## **9003 MEMBER BENEFITS**

### A. Individual

1. Individual Access membership has four levels – visit the CASBO website to view the varying benefits at each level.
2. Member benefit access levels are reviewed and updated annually. The CASBO website will host the updated information.
3. Member rates for professional development activities, including the Annual Conference and CBO Symposium
4. Committee involvement
5. Subscription to *California School Business News*
6. Subscription to *California School Business* magazine
7. Subscription to *CASBO Newsbreak*
8. Section meeting attendance
9. Legislative Advocacy
10. Access to CASBO's members-only Web site

### B. Organizational

1. Superintendent, primary contact and HR contact receive materials and communications
2. Superintendent, primary contact and HR contact may serve on standing committees, operational committees and professional councils, but may not serve as a committee chair, assistant chair or hold elected office at the state or section levels
3. Superintendent, primary contact and HR contact do not receive discounts to Annual Conference and CBO Symposium.
4. Member rates for all employees to attend professional development workshops, not including the annual conference or CBO Symposium
5. Unlimited free job listings in *California School Business News*
6. Organizational member discount on job ads
7. Three subscriptions to *California School Business News*
8. Three subscriptions to *California School Business* magazine
9. Three subscriptions to *CASBO Newsbreaks*
10. Legislative Advocacy – opportunity to participate in legislative advocacy
11. Access to CASBO's members-only Web site.

### C. Associate

1. One primary contact per business

2. State meeting attendance
3. Listing in the Buyer's Guide on the CASBO Web site
4. Ability to attend Annual Conference - In order to attend the CASBO annual conference you must be the primary contact or an additional contact of an associate company in good standing
5. Discount on advertising in *California School Business* magazine
6. Participation on section professional councils is available
7. Representation on Associate Member Committee
8. Representation on CASBO board of directors
9. One subscription to *California School Business* magazine
10. One subscription to *California School Business News*
11. One subscription to *CASBO Newsbreak*
12. Opportunity to sponsor services and events
13. Access to CASBO's members-only Web site
14. Only Associate Members in good standing may sponsor CASBO events at the section or state level.

D. Retirees

1. Subscription to *California School Business News*
2. Subscription to *California School Business* magazine
3. Subscription to *CASBO NewsBreak*
4. Listing available on CASBO's interim service list which allows members to search online for retirees available for interim positions by expertise
5. Member rates for professional development activities and CBO Symposium - Retirees may only attend the CASBO CBO Symposium if they were a CBO at the time of their retirement
6. Participation in section activities and meetings
7. Special retiree rate for annual conference registration (excluding lunch tickets and special events).
8. Not eligible to serve as a CASBO officer.

**9004 MEMBERSHIP LAPSE**

A temporary lapse in employment of not more than nine months shall not preclude any otherwise eligible individual member from retaining CASBO membership or their elected or appointed position within CASBO as long as their individual dues are paid and they

are pursuing a position in school business that would qualify them for active membership in CASBO.

#### **9005 MEMBERSHIP DUES REFUNDS**

CASBO membership dues are non-refundable and CASBO membership may not be transferred to another employee if a member leaves their employing agency.

#### **9006 GENERAL**

- A. CASBO is a member-driven professional organization. Non-members who are eligible for CASBO membership are encouraged to join CASBO in order to receive the benefits of membership. Non-members are not allowed to serve on committees or professional councils, or hold office or other leadership positions within CASBO at the state or section level.
- B. Non-members may be invited to attend meetings of committees or professional councils on a limited basis (no more than two meetings) with the intent that they will gain an understanding of the benefits of CASBO membership and join the organization.
- C. Non-members, including those who are eligible for Associate Membership, will be allowed to attend section and state-level professional development programs and activities, but only at a non-member rate or fee.
- D. Non-member associates will be charged an additional fee to participate in section- and state-level trade show related activities.

#### **9007 REVOCATION OF MEMBERSHIPS**

The Board of Directors, by affirmative vote of two-thirds of all of the directors present at a duly held Board meeting, may terminate the membership of any member for violation of any provision of the Code of Ethics as found in this Manual of Procedures, failure of a member to meet the qualifications of any of the classes of membership set forth in Section 1 of Article II of the CASBO Bylaws, or for other cause recognizable under law.

If the Board is to consider the termination of a member, the Board shall give the member at least fifteen (15) days prior written notice of such proposed termination and the reasons therefore. The written notice shall be sent to the affected member by first class or registered mail to the last known address of the affected member as shown in the Association's records. The Board shall further provide an opportunity for such member to

be heard orally or in writing at a Board meeting to be conducted at least five (5) days prior to the effective date of any proposed Board decision to terminate such member.

## **9008 WHISTLEBLOWER POLICY**

- A. Whistleblower Policy: This Whistleblower Policy of CASBO: (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the association; (2) specifies that the association will protect the person from retaliation; and (3) identifies where such information can be reported.
1. Encouragement of reporting. The association encourages complaints, reports or inquiries about illegal practices or serious violations of the association's policies, including illegal or improper conduct by the association itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the association has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via the association's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.
  2. Protection from retaliation. The association prohibits retaliation by or on behalf of the association against staff or volunteers for making good faith complaints, reports or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. The association reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports or inquiries or who otherwise abuse this policy. Discipline of persons who make bad faith, knowingly false or vexatious complaints or reports, or who otherwise abuse this policy, shall be handled by the President, Vice President or Executive Director, in consultation with legal counsel. Such discipline, up to and including termination of employment and/or membership with

CASBO, shall be final provided the action is taken in compliance with applicable California laws and CASBO Bylaws.

3. Where to report. Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the association's President and Executive Director; if both of those persons are implicated in the complaint, report or inquiry, it should be directed to the Vice President. The association will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that the association may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.
4. Results of Investigation. A written report of the investigation and its results arising from any complaint, report or inquiry covered by this policy will be prepared. A written summary of this report will be given to the whistleblower and the President.

## **9009 DIVERSITY POLICY**

### A. Diversity

1. In principle and in practice, CASBO values and seeks a diverse and inclusive membership. All eligible people, regardless of race, gender, creed, age, sexual orientation, national origin, or disability, will be granted full participation. Diversity also includes member type, association demographics, competencies, etc.
2. CASBO will commit time and resources to develop and implement a plan to include under-represented groups and to expand access to leadership opportunities.
3. The association will use gender-neutral language in its publications and proceedings.
4. The association will be sensitive in its publications and proceedings to persons with disabilities, including the usage of first-person language.

## **9010 POLICIES & PROCEDURES**

- A. Publication permissions for non-CASBO copyrighted sources fee payment responsibilities
  - 1. Description: CASBO recruits volunteers and professional councils to author publications which are owned by CASBO. Some materials are being used from other publications and require a fee for CASBO to use. CASBO will be responsible for all such fees, not the volunteer author.
  - 2. Guidelines
    - a. Volunteer authors will be given instructions in requesting permissions, when a required source is not their original work.
    - b. Authors are encouraged to use original work when possible and only rely on non-original work for “gold standard” materials.
    - c. The book or project editor will have the ultimate say in whether requested materials justifies purchasing of the permission.
    - d. In developing a project/book, the budget should provide resources for permission payments. The amount will be determined by the editor and publisher.
- B. Publication permissions for CASBO copyrighted materials
  - 1. Description: Original authors will be given permission to use what they developed for CASBO copyrighted material at no charge.
  - 2. Guidelines
    - ii. All requests may be subject to review by the Executive Director, allowing CASBO to control the usage of its materials, even by original authors.
    - iii. All materials used must state: “Author (date). In CASBO (source). Used by permission.”
    - iv. Fee structures for non-original authors will be based on current industry standards.
- C. Requests to reprint publications
  - 1. Description: All requests to CASBO to reprint CASBO publications are to be handled by the Executive Director.
    - a. When approval is granted, it is to be agreed by the requester that CASBO will receive recognition.
    - b. Any uncertainty regarding granting a reprint should be discussed with the President.

D. Staff/committee responsibility

1. Description: The goal of the CASBO office staff is to support the efforts of volunteer committees and board members to achieve the goals expressed in the strategic plan. Improving communication, outlining our services, and documenting expectations are some of the methods used to achieve this goal.
  - a. Staff and committee responsibilities will be discussed and reviewed annually by the Board of Directors prior to the Annual Conference.
  - b. The President and Executive Director will follow up periodically to assure that expectations are being met.

E. Policy & procedures for the CASBO website

1. Statement of purpose: CASBO is committed to making use of the technological advances in communication that further the association's mission to promote the profession of, to provide a resource for information, and to support the needs of CASBO members.
2. Objectives
  - a. Encourage membership and participation in CASBO;
  - b. Market CASBO's products and services;
  - c. Facilitate communication among staff, the board, committees, and members regarding CASBO business and members/users requests;
  - d. Organize and disseminate information to meet the professional practice needs, educational requirements, and networking opportunities for members of CASBO; and
  - e. Coordinate Internet access information for members and non-members.

- F. Access: CASBO will maintain a home page open to all users (members and non-members). A "members only" section will contain information considered a member benefit (e.g., the membership directory) that will not be accessible to non-members.

G. Location

1. The CASBO home page will be housed at a server identified by the Executive Director and staff.

2. The contract with the server service will be evaluated before each renewal for cost, services, and compatibility for CASBO's website philosophy and needs.
- H. Maintenance: The CASBO home page will be maintained by staff. Freelance webmasters may be utilized if contract work meets the needs of the web plan and the Internet budget.
- I. CASBO's staff will develop, evaluate, and modify the Web Maintenance Plan yearly in light of the strategic plan and budget.
1. The staff of CASBO under the direction of the Executive Director will be responsible for general management of the CASBO home page. All substantive additions or changes will be made as appropriate.
  2. The board of directors will review any issues pertaining to the applicability of information to be published on the home page or significant policy changes.
- J. Hyperlinks
1. Policy: CASBO supports the policy that whenever possible, there will be mutual consent between site owners when hyperlinks are created. Sites hyperlinked to or from the CASBO home page will be evaluated according to the following criteria:
    - a. The philosophy and goals of the association or owner are relevant to the purpose and mission of CASBO and do not pose any potential conflict of interest;
    - b. The content coverage is comprehensive, with emphasis on the current and credible data; the date of posting should be indicated;
    - c. Ownership is prominently and fully disclosed, as is any sponsorship, advertising, underwriting, or other funding arrangements;
    - d. Authors, contributors, their affiliations, and relevant credentials are provided;
    - e. Hyperlinks will be listed in the web page in alphabetical order.
  2. Procedure: If a request for establishing a hyperlink is sent to CASBO, staff will send a reply to the requesting organization asking:
    - a. Are you a for profit organization? Are you a non-profit organization?

- b. What is your mission and philosophy?
    - c. How will your organization benefit from CASBO linking to your site?
    - d. How will CASBO benefit from linking to your site?
    - e. Is our site currently linked to your site?
    - f. Will you please respond promptly? Please include the list of your Board of Directors and their credentials.
  3. If a request for establishing a hyperlink clearly meets the above criteria, the URL will be incorporated into the hyperlink list.
  4. If the request for establishing a hyperlink does not meet the above criteria, staff will notify the board liaison for further review and determination.
- K. Products and Publications: CASBO's home page will function as a marketing tool for products and publications. Products and publications will be offered at a cost and not free from the Internet.
- L. Advertising
  1. CASBO will allow internal and external advertising on the home page.
  2. Advertisements on [www.casbo.org](http://www.casbo.org) will be:
    - a. Congruent with the philosophy of CASBO
    - b. Congruent with the needs of all web users
    - c. Congruent with CASBO's marketing plan
    - d. Reflective of CASBO's mission
  3. Staff will address web page advertisement, yearly, when developing, evaluating, or modifying the marketing plan.
- M. Procedure
  1. If a request for advertising is sent to CASBO, staff will evaluate the request based on:
    - a. CASBO's advertising policy
    - b. Marketing plan goals and objectives
    - c. The proposed financial contract and expenses,
    - d. Space available on the web page, and,
    - e. The advertising organization's response to the following questions:
      - i. Are you a for profit organization? Are you a non-profit organization?

- ii. What is your mission and philosophy?
  - iii. How will your organization benefit from advertising on [www.casbo.org](http://www.casbo.org)?
  - iv. How will CASBO benefit from your advertisement?
  - v. Will you please respond promptly? Please include the list of your Board of Directors and their credentials.
- f. If a request for advertising clearly meets the above criteria, staff will notify the board liaison for further review and determination.
- g. All advertising will have final approval from the board of directors.
- h. All advertisements will be reviewed quarterly for:
- i. Content
  - ii. Quality
  - iii. Applicability
  - iv. Space requirements
  - v. Contract deadlines

## **9011 MEMBER COMMUNICATIONS BY ELECTRONIC MEANS**

“Electronic transmission by the Association” means a communication delivered by (1) facsimile transmission or electronic mail when directed to the facsimile number or electronic mail address, respectively, for that member on record with the Association, (2) posting on an electronic message board or network which the Association has designated for those communications, together with a separate notice to the member of the posting, or (3) other means of electronic communication; providing that (1) such member has provided an unrevoked consent to the use of those means of transmission for communications from the Association, (2) such means of transmission creates a record that can be retained, retrieved, and reviewed, and that may later be transferred into a tangible and legible form, and (3) the consent to the transmission has been preceded by or includes a clear written statement as to (a) any right of the recipient to have the record provided or made available on paper or in non-electronic form, (b) whether the consent applies only to that transmission, to specified categories of communications, or to all communications from the Association, and (c) the procedures the recipient must use to withdraw consent.

“Electronic transmission to the Association” means a communication delivered by (1) facsimile transmission or electronic mail when directed to the facsimile number or electronic mail address, respectively, which the Association has provided from time to time to Members for sending communications to the Association, (2) posting on an electronic message board or network which the Association has designated for those communications, and which transmission shall be deemed validly delivered upon the posting, or (3) other means of electronic communication; providing that (1) the Association has adopted reasonable measures to verify that the sender is the Member purporting to send the transmission, and (2) the transmission creates a record that can be retained, retrieved, and reviewed, and that may later be transferred into a tangible and legible form.

## **9012 GOVERNANCE MEETING POLICIES**

CASBO governance meetings are those that facilitate various aspects of the association's business at all levels. They include all governance groups at the state and section levels (Board of Directors, Executive Committee, standing committees, operational committees, professional councils, task forces, etc.).

### **A. Meeting Schedules**

1. It is the responsibility of the chair of a governance group to draft that group's annual schedule for meetings to be held throughout the year. When drafting the meeting schedule, the chair should take into consideration other meetings and activities at the state and section levels held on the same date and their locations to avoid conflicts for members who may serve on more than one committee and for staff who need to attend. Coordination of meeting times and locations helps to minimize travel expenses and maximize the value of the meeting.

### **B. Use of Technology**

1. Current CASBO policy requires that half of all state committee and professional council meetings take place via conference calls or virtual meeting using CASBO's virtual meeting providers. Section committees and professional councils are also expected to utilize conference calls and virtual meetings to reduce meeting expenses and to simplify member participation.

### **C. Approval of Scheduled Meetings**

1. Governance group chairs are to submit their proposed annual calendars, including which meetings are to be in-person or via conference call or other meeting technology, to the CASBO office 30 days prior to the June board meeting in order for a proposed association calendar to be compiled into the master calendar and included in the June Board of Directors meeting agenda packet. During its June meeting, the Board of Directors will review and approve the master calendar for the following year for all CASBO governance meetings. The Board of Directors may approve an annual calendar for a specific governance group that provides for less than one-half of the meetings to be held by conference call or virtual meeting if the governance group submits a written request and explains the reasons for the additional meeting.

2. Once the Master Calendar of meeting dates is approved by the state Board of Directors at its June meeting, the chair is responsible for e-mailing the meeting schedule, meeting reminders, requesting agenda items and providing the tentative agenda to members in advance of the meeting.
3. CASBO will not reimburse any expenses for governance meetings not approved on the master calendar.

D. Travel and Meeting Costs

1. All costs must be within the annual budget established for the governance group.

E. Meeting Locations

1. Meetings of state governance groups are encouraged to take place at the CASBO office in Sacramento. The office is centrally located and accessible for most members with minimal travel costs. The conference room at the office has been designed with a capacity to host the vast majority of the association's governance groups.
2. When meetings, including section governance meetings, are scheduled in locations other than the CASBO office, the following apply:
  - a. Meeting locations must be chosen that are convenient for the majority of members attending.
  - b. The choice of locations and activities must reflect positively on the association.
  - c. No governance group meetings may take place out-of-state.

F. Single-Day Meetings

1. In order to minimize the impact of travel on committee members, decrease the need for overnight travel, and to contribute to the effective management of association resources, current CASBO policy requires all governance group meetings to be single-day, in-and-out meetings.
2. Requests by individuals for overnight stays in conjunction with established meetings must be approved in advance by the Executive Director.

G. Special Meetings: Notice

1. Special meetings of the Board of Directors for any purpose may be called at any time by the President, or any two (2) directors, upon four (4) days notice by first-class mail, postage prepaid, or forty-eight (48) hours notice

delivered personally or by telephone, including voice mail, by telegraph, facsimile, electronic mail or other electronic means. Notices shall state the date, time, place and the general purpose of the meeting. Notice of a meeting need not be given to any director who signed a written waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, or who attends the meeting without protesting before or at its commencement about the lack of notice.

#### H. Quorum

1. A majority of the authorized number of members of a governance group constitutes a quorum. At any meeting of the Board of Directors or other governance group at which a quorum is present, an action or a decision made by a majority of the governance group members present at the meeting is an act of that governance group. A member participating in a governance group meeting using conference technology shall count toward the quorum of that meeting.

## **9013 GOVERNANCE MEETING EXPENSE REIMBURSEMENT**

With the exception of associate members, CASBO members are eligible for approved expense reimbursement when attending CASBO governance meetings at the state and section levels (Board of Directors, Executive Committee, standing committees, operational committees, professional councils, task forces, etc.), except when the meeting is scheduled during the state Annual Conference.

- i. Active, honorary life and retired members
  1. Active, honorary life, and retired members, as defined in the organizational bylaws, will receive approved expense reimbursement for attending state governance meetings, when requested and authorized to attend.
- ii. Associate members
  1. Associate members provide for their own transportation, accommodations, meals and other expenses as necessary to participate in association activities.
- iii. Processing Expense Claims
  1. Claims must be approved and signed by an authorized governance group chair or officer (see approval of claims below) and must include itemized receipts for all expenses other than private auto mileage and portage tips. Expenses claimed without authorized approval or a receipt may be denied. The following expenses are reimbursable, when necessary:
    - a. Lodging, when necessary. The cost of overnight hotel accommodations (including room and tax only) is reimbursable only if the governance meeting is more than one day or if the meeting location reasonably necessitates an individual's overnight stay. Requests by individuals for overnight stays in conjunction with established meetings must be approved in advance by the executive director.
    - b. Transportation, when necessary. Ground transportation (private vehicle, taxi/shuttle and tips, car rental, etc.) and/or air transportation will be reimbursed at the lesser amount of either:
      - i. the cost of private auto travel at the current standard IRS mileage rate or

- ii. the current cost of round trip, coach airfare via commercial airlines plus ground transportation to and from airport.
- c. Meals at actual and necessary costs not to exceed the current standard IRS meal allowance guidelines.
- d. Miscellaneous: Parking, portage tipping, bridge tolls, telephone, printing and other similar reasonable expenses are reimbursable at actual cost.
- e. Receipts: Expense claims submitted for reimbursement must include itemized receipts for meals and other activities. Summary receipts will not be reimbursed.

*NOTE: Alcoholic beverages, including bar tabs, hotel room mini-bars, airline drinks or other alcoholic beverages are not reimbursable expenses.*

iv. Timeliness of Claims

- 1. Expense claims must be completed, approved and submitted to the state office within 60 days from the time of the expense in order to be reimbursed.

v. Acceptable and Reimbursable Expenses

- 1. The following expenses are reimbursable by CASBO when CASBO members are traveling on approved CASBO business:
  - a. Meals at actual and necessary costs not to exceed the current standard IRS meal allowance guidelines.
  - b. Business meals in surroundings conducive to business discussions and related directly to CASBO activities and business.
  - c. Commercial air travel with every effort being made to take advantage of discounts and special offers.
  - d. Ground transportation should be as economical as possible, with consideration being given to utilizing airport and hotel shuttles before using taxis or renting cars.
  - e. Mileage, parking and tolls when appropriate. Mileage will be reimbursed at the current IRS mileage rate. When driving long distances, it becomes more economical for the association to reimburse for car rental and actual fuel expenses rather than to reimburse for mileage when using a personal vehicle.



#### **9014 BUDGET OVERSIGHT BY GOVERNANCE GROUP CHAIRS**

Committee and professional council chairs are responsible for overseeing and approving the expenses of their committees, including travel expenses, and managing their budgets within the amounts provided by the CASBO Board of Directors, and for ensuring their committees follow CASBO policies.

In order to encourage collaboration in the ongoing management of the association's budget, and to ensure that the Executive Director is included in key budgetary decisions, governance group chairs seeking to exceed line item allocations in their budgets are to request concurrence from the Executive Director. In cases where the Executive Director is unable to provide concurrence in the requested line item increase, the President will be consulted and will make the final determination as to the line item increase.

**9015 CASBO ANNUAL CONFERENCE & CALIFORNIA SCHOOL BUSINESS EXPO**

**RECOMMENDED FORMAT**

Pre-Conference

|                       |  |
|-----------------------|--|
| 9:00 a.m.-4:15 p.m.   | Pre-conference sessions (includes lunch)<br>AM Workshops 9:00 a.m.-11:45 a.m.<br>Lunch 12 noon-1:00 p.m.<br>PM Workshops 1:15 p.m.-4:15 p.m. |
| 2:30 p.m. – 4:30 p.m. | Board of Directors Meeting   |
| 6:00 p.m.-9:00 p.m.   | President’s Leadership Recognition Dinner  |

Day 1

General Session

*This event features a keynote speaker*

|                      |  |
|----------------------|--|
| 8:00 a.m.-9:00 a.m.  | Workshops  |
| 9:15 a.m.-10:45 a.m. | First General Session (no meal), Sky Joiner Speaker        |
| 11:00 a.m.-12 noon   | Workshops (including First-Time Attendee Session)          |
| 12:15 p.m.-1:30 p.m. | Professional Council Lunches                               |
| 1:45 p.m.-2:30 p.m.  | Workshops  |
| 3:00 p.m.-4:00 p.m.  | Workshops  |
| 4:15 p.m.-5:15 p.m.  | Workshops  |
| 5:30 p.m.-7:30 p.m.  | Grand Opening Reception in California School Business Expo |
| 8:00 p.m. – midnight | Social Activity  |

Day 2

|                        |  |
|------------------------|--|
| 8:00 a.m. – 9:00 a.m.  | Workshops  |
| 9:15 a.m. – 10:45 a.m. | Second General Session   |
| 11:00 a.m.-12:00 p.m.  | Workshops  |
| 12:00 p.m. - 1:00 p.m. | CBO Professional Council Lunch (Expo is open 10:00 a.m.- 4:00 p.m. this day; closed for lunch) |
| 1:00 p.m.-2:00 p.m.    | Workshops  |
| 2:15 p.m.-3:15 p.m.    | Workshops  |
| 3:30 p.m.-4:30 p.m.    | Associate Member Workshops   |
| 5:00 p.m.-7:00 p.m.    | Associate-Hosted Hospitality Suites  |
| 7:30 p.m.-1:00 a.m.    | Casino Night and Dancing   |

Day 3

*Third General Session Luncheon/Lunch on Your Own:*

The lunch hour features an optional meal and speaker at a cost to attendees. Tickets for this event would need to be purchased in advance of the conference in order to effectively manage meal counts. For those who chose not to attend the Third General Session Luncheon, lunch would be on their own. This event may be included in the early bird registration.

|                       |   |
|-----------------------|---|
| 7:45 a.m.-8:45 a.m.   | Workshops   |
| 9:00 a.m.-10:00 a.m.  | Workshops   |
| 10:15 a.m.-11:15 a.m. | Workshops   |
| 11:30 a.m.-12:30 p.m. | Workshops   |
| 12:45 p.m.-2:15 p.m.  | Third General Session Luncheon (requires paid ticket) featuring passing of the gavel<br><i>OR</i> Lunch on your own |
| 2:30 p.m.-3:30 p.m.   | Workshops   |
| 3:45 p.m.-4:45 p.m.   | Workshops   |

**9016 PROFESSIONAL COUNCIL SESSION PRESENTERS AT CASBO ANNUAL CONFERENCE**

The association's priority is to provide the opportunity for its members to serve as session presenters during the CASBO Annual Conference and preconference. These opportunities are a critical part of CASBO's strategic emphasis on career and professional development.

Nonmembers may be used as session presenters or co-presenters when a member is not available to address a specific issue or perspective sought for inclusion in a particular session.

**9017 REIMBURSEMENT & COMPENSATION for SESSION PRESENTERS**

- A. Members and those eligible to be members:
  - 1. Expense reimbursement and compensation may not be offered from any source for session presenters who are members or who are eligible to be members of CASBO, including associate members.
- B. Nonmembers:
  - 1. Nonmembers who are not eligible for CASBO membership may receive expense reimbursement and compensation (honorarium, stipend or contract) for presentation or services at the CASBO Annual Conference or preconference with the approval of the officers and Executive Director.
- C. Nonmember sessions coordinated by a state professional council:
  - 1. When the use of a nonmember presenter is coordinated by a state professional council, the following apply:
    - a. The state professional council chair must secure from the CASBO Executive Director prior approval of allowable costs for a nonmember presenter.
    - b. Expenses will be reimbursed in accordance with CASBO's standard reimbursement policies for active CASBO members.
    - c. Expenses for pre-approved program support materials and/or pre-approved equipment needs will be covered.
    - d. Approved costs will be deducted from current year Professional Council budgets.

**9018 EXPENSE REIMBURSEMENT FOR OFFICERS, BOARD MEMBERS AND EAF TRUSTEES**

To qualify for reimbursement by CASBO, expenses must be reasonable, necessary, and actually incurred, in compliance with the requirements of this policy. The provisions in the Governance Meeting Expense Reimbursement Policy covering the procedures for processing expense claims, timeliness of claims, and acceptable and reimbursable expenses, and non-reimbursable expenses are also applicable to this Policy.

A. CASBO Annual Conference and California School Business Expo

1. President

- a. *Registration:* The CASBO President will receive complimentary registration to the conference.
- b. *Guests:* CASBO may invite up to six representatives of the President's employing LEA, to attend specific events during the annual conference in recognition of the contribution the LEA has made to the association during the president's term in office.
- c. In addition, the President may invite up to six guests (including his or her family and friends) to attend specific events during the annual conference.
- d. *Hotel Accommodations:* CASBO is authorized to pay the cost of a room or suite for the President for the duration of the conference and may provide an additional hotel room to accommodate immediate family for up to four room nights.
- e. *Transportation:* CASBO is authorized to pay the President's transportation costs to and from the conference.

2. President-Elect, Vice President and Immediate Past President

- a. *Registration:* The CASBO President-elect, Vice President and Immediate Past President will receive complimentary registrations to the conference.
- b. *Hotel Accommodations:* CASBO is authorized to pay the cost of a hotel room for each of these three officers for the duration of the conference.
- c. *Transportation:* CASBO is authorized to pay the transportation costs to and from the conference for the President-elect, Vice President and Immediate Past President.

3. EAF Chair
    - a. *Registration:* The EAF chair will receive complimentary registration to the conference.
    - b. *Hotel Accommodations:* CASBO is authorized to pay the cost of a hotel room for the EAF chair for the duration of the conference.
    - c. *Transportation:* CASBO is authorized to pay the EAF chair's transportation costs to and from the conference.
  4. Members of the CASBO Board of Directors and EAF Trustees
    - a. *Registration:* Members of the CASBO Board of Directors and EAF Trustees (other than the CASBO officers and EAF chair) receive complimentary registrations to the conference.
    - b. *Hotel Accommodations:* CASBO is authorized to pay the cost of one hotel room night for the CASBO Board of Directors and EAF Trustees in conjunction with the Board of Directors meeting immediately preceding the conference.
    - c. *Transportation:* CASBO is authorized to pay the CASBO Board of Directors' and EAF trustees transportation costs to and from the Board of Directors meeting at the conference.
  5. Annual Conference Committee Chair, Conference Volunteer Task Force Chair
    - a. *Registration:* The Annual Conference Committee chair and the Conference Volunteer Task Force chair will receive complimentary registrations to the conference.
    - b. *Hotel Accommodations:* CASBO is authorized to pay the cost of a hotel room for the Annual Conference Committee chair and the Conference Volunteer Task Force chair from the night of pre-conference activities to the closing day of the conference.
  6. Annual Conference Committee Members
    - a. The Annual Conference Committee members will receive complimentary registrations to the conference once every three years, effective April 1, 2015.
- B. President's Leadership Recognition Dinner
1. The President's Leadership Recognition Dinner recognizes and honors the President's year of leadership, as well as the contributions of key CASBO leadership to the association during the year.

2. *Complimentary* invitations to the President's Leadership Recognition Dinner will be extended to:

- a. Board of Directors
- b. Professional Standards & Leadership Committee
- c. Annual Conference Committee
- d. Continuing Education & Certification Committee
- e. Conference Volunteer Task Force
- f. Associate Member Committee
- g. Strategic Alliance Partners
- h. Premier and Premier Plus Partners (as determined by the agreement)
- i. Past State Presidents
- j. Past State Treasurers
- k. Special Presidential appointees
- l. President's guests (as designated above)
- m. Persons designated to receive awards
- n. Honorary Life Members
- o. CASBO staff
- p. President's *Leadership Recognition* Dinner sponsors (as determined in the Sponsorship Guide)
- q. Guests of those attending the event with invitees must purchase event tickets.

C. CASBO CBO Symposium

1. CASBO is authorized to provide a complimentary registration and pay transportation, hotel and meal costs for the four officers (President, President-elect, Vice President and Immediate Past President) to attend the CBO Symposium.

D. Past Presidents' Annual Meeting

1. The CASBO Board of Directors is authorized to allocate funds to support the annual meeting of the association's past presidents. In addition, CASBO is authorized to pay transportation, hotel and meal costs for the Immediate Past President to attend the past presidents' annual meeting.

E. ASBO International Memberships and Events

1. Memberships

- a. CASBO pays for the ASBO membership fee of the CASBO President during his or her term in accordance with the national affiliate agreement.
  - b. CASBO is authorized to pay ASBO membership fees for any of the other three officers (President-elect, Vice President and Immediate Past President and Executive Director) who elect to attend the ASBO Annual Meeting.
- 2. ASBO Annual Meeting
  - a. CASBO is authorized to pay the registration fees, transportation, hotel and meal costs for any of the four officers (President, President-elect, Vice President and Immediate Past President and Executive Director) who elect to attend the ASBO Annual Meeting.
- 3. California Event at ASBO Annual Meeting
  - a. If sponsors are secured, CASBO may host a California event, usually a dinner, for California ASBO members attending ASBO's Annual Meeting.
- 4. ASBO Leadership Forum
  - a. CASBO is authorized to pay the registration, transportation, hotel and meal costs for the officers and Executive Director to attend the ASBO Leadership Conference.
- F. CASBO President
  - 1. *CASBO President Travel:* CASBO is authorized to pay transportation, hotel and meal costs of the President for all functions that require his or her representation of the association. This includes, but is not limited to, meetings of CASBO sections and committees, and meetings of the California Education Coalition.
  - 2. *Spouse/Partner/Guest of President:* CASBO is authorized to pay transportation, hotel and meal costs for the spouse/partner/guest of the CASBO President when accompanying the President on official CASBO business, including but not limited to, the CASBO Annual Conference and California School Business Expo, the CASBO CBO Symposium and the ASBO Annual Meeting.
- G. California Education Coalition
  - 1. If the President is unable to attend a meeting of the California Education Coalition, the President-elect, Vice President or Immediate Past President

may attend in his or her place, and CASBO is authorized to pay transportation, hotel and meal costs.

H. Federal Advocacy

1. If funds are budgeted by the CASBO Board of Directors for advocacy efforts in Washington, D.C., CASBO is authorized to pay transportation, hotel and meal costs of any of the four officers (President, President-elect, Vice President and Immediate Past President) and EAF chair who are designated to participate.

**9019 ASSOCIATE MEMBER SPONSORSHIP POLICIES**

**STATE CASBO EVENTS, GOODS & SERVICES**

- A. CASBO welcomes the active role of associate members in hosting and sponsoring association events, goods, and services for the benefit of the organization. However, it is understood that no sponsorship shall accrue a personal benefit to any individual CASBO member.
- B. CASBO requires that the broadest opportunity possible be extended to associate member companies of all sizes to participate as sponsors of association activities. As a result, the association will maintain a broad array of sponsorship activities with a variety of opportunities for financial commitment at different levels.
- C. Sponsorship of CASBO activities, events, goods, or services is open only to active CASBO members and associate members.
- D. Premier-level associate members will be given priority in the awarding of sponsorships.
- E. CASBO will provide all members with a listing of available sponsorship opportunities and a guide outlining the sponsorship process. As opportunities for new sponsorships arise, notice shall be given to associate members to ensure the broadest possible opportunity for participation. Sponsors for any given event or item will be determined by the Executive Director.
- F. In the event that more sponsorship applications are received than there are available activities, a final selection will be made by random drawing, supervised by the CASBO President and/or the Associate Member Committee chair.
- G. In order to protect the integrity and independence of CASBO, sponsorship shall not result in granting sponsors any influence over the content of

CASBO's workshops, conferences, activities or policies. Sponsorship is intended only to raise brand name identity and support for CASBO's mission.

- H. By accepting sponsorships, CASBO does not imply any type of further commitment to or endorsement of the sponsor.

**9020 GUIDELINES FOR ADMINISTRATION OF ASSOCIATE MEMBER COMMITTEE  
SCHOLARSHIP & AWARD FUNDS BY FRIENDS OF EDUCATION IN SCHOOL  
BUSINESS MANAGEMENT**

Each year, CASBO's Associate Member Committee approves scholarships and awards to - individuals and entities to, among other things, pursue training and professional development opportunities in school business management. In accordance with the following guidelines, CASBO may make an annual grant of charitable funds to Friends of Education in School Business Management ("FOE"), an independent, 501(c)(3) public charity that was founded by past presidents of CASBO, for the purpose of administering the scholarships and awards.

- A. According to its established scholarship eligibility and selection criteria and procedures, the Associate Member Committee shall select the scholarship and award recipient(s) and forward the names and amount(s) awarded to the CASBO Board for approval and disbursement of grants funds to FOE.
- B. The CASBO Board shall conduct, or cause to be conducted, due diligence on FOE to ensure that FOE is a proper recipient of charitable funds of CASBO. Such due diligence shall include, at a minimum:
  1. Independent verification that FOE's status as a California corporation is currently active and not suspended.
  2. Independent verification that FOE is current in its reporting requirements with the California Attorney General's Registry of Charitable Trusts.
  3. Independent verification that FOE is currently exempt under IRC §501(c)(3) and classified as a public charity under IRC §509(a)(1), (2), or (3).
  4. Verification that reporting requirements under any previous grant agreements between FOE and CASBO have been met, and that such reports confirm that any previous grants to FOE were used for the purposes intended.
- C. If the results of such due diligence provide assurance that FOE is a proper grant recipient, the CASBO Board may approve a grant of charitable funds to FOE in an amount equal to the scholarship or award amount(s) approved by the Associate Member Committee to the scholarship recipient(s). In approving any such grant, the CASBO Board shall follow CASBO's Conflict of Interest policy.
- D. Before remitting approved grant funds to FOE, CASBO and FOE shall enter

into a grant agreement which sets forth the specific purposes of the grant, requires FOE to use the grant funds for those purposes, requires FOE to submit a written report to CASBO on the use of the grant funds, and requires FOE to return to CASBO any grant funds that were not expended for the intended purposes.

- E. In the event a CASBO section elects to contribute section funds to FOE, the contribution must first be approved by the CASBO Board of Directors.

# **CHAPTER X: ANNUAL CONFERENCE & CALIFORNIA SCHOOL BUSINESS EXPO**

## **Section 10000**

CASBO's rich history of providing outstanding professional development has helped to build the association's reputation as a leader in furthering the goals of school business officials in their work to support student learning in California. A significant component of the association's work in this area is our highly regarded annual conference. In fact, the annual conference is the premiere professional development opportunity for school business officials in California.

From an operational perspective, the conference is a key driver of revenue to support the association's work. As such, and because the event is a complex logistical production, its efficient planning and execution are critical to the association's success.

CASBO's strength as a statewide association is the unparalleled volunteerism of our members. This commitment, partnered with the support of the association's professional staff in Sacramento, provides the opportunity for ever-increasing success in delivering a top-notch annual conference to our members.

## **10001 ANNUAL CONFERENCE VOLUNTEER TASK FORCE**

- A. The President-elect shall appoint a task force consisting of up to five active CASBO members, including a chair, and one member from the Associate Member Committee to collaborate in organizing volunteers for the annual conference that occurs at the end of his/her term. Appointments will be made by the President-elect and presented to the CASBO Board of Directors for ratification at the April board meeting. For the purposes of the task force, the term “active CASBO members” includes retirees. The associate member position is an ex-officio non-voting position on the task force.
- B. Purpose
  - 1. The members of the task force will collaborate with staff in soliciting, securing and coordinating volunteers for various roles at the annual conference. These roles may include registration, session monitors, ticket takers, assistance with networking activity logistics and other events. The members of the task force may also support the president during the conference, providing assistance as necessary.
  - 2. Task force members will follow the policies as established in the Manual of Procedures and in the Annual Conference Volunteer Task Force Handbook (see Chapter XIV on Handbooks).
- C. Terms
  - 1. Appointments for the Conference Volunteer Task Force will be for one year, beginning at the close of the Annual Conference in the year of appointment and terminating at the close of the subsequent Annual Conference.
- D. Job descriptions
  - 1. The job descriptions that appear on the following pages capture the key duties and responsibilities of the volunteer members of the Conference Volunteer Task Force.
- E. Meetings
  - 1. The Annual Conference Volunteer Task Force will meet at least twice in person and through conference calls on a regular basis. The meetings are coordinated by the CASBO staff and the agenda is developed in cooperation with the chair. Locations and logistics and arrangements for these meetings are provided by CASBO staff.
- F. Annual Task Force Chair
  - 1. General description of duties

- a. The committee chair serves as the leader of the Conference Volunteer Task Force scheduling all meetings and providing overall coordination of committee work. The chair works closely with assigned CASBO staff to ensure effective coordination and execution of all task force activities.
2. Specific duties
- a. Works with the task force, the Annual Conference Committee, the CASBO president and staff during the year of preparation for the Annual Conference regarding volunteers at the upcoming Annual Conference.
  - b. Chairs the task force meetings and provides leadership and direction in:
    - 1) Recruiting members/volunteers.
    - 2) Scheduling meetings.
    - 3) Preparing and distributing meeting agendas.
    - 4) Arranging for meeting minutes.
    - 5) Distributing appropriate written material to committee members and staff.
    - 6) Ensuring that each committee member completes assigned tasks.
    - 7) Collaborating with the president.
    - 8) Collaborating with CASBO Staff.
    - 9) Serving as liaison to the Annual Conference Committee.
    - 10) Collaborating with staff to ensure recommendations and/or feedback from Annual Conference Committee chair are provided to the task force on issues such as:
      - i. Matrix/schedule of workshops.
      - ii. Audio visual requirements.
      - iii. Speaker needs and expectations.
    - 11) Reports on the work the Annual Conference Committee completes at the task force meetings.
    - 12) Submits the task force master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting.

- 13) In conjunction with the president and assigned staff, assists in the execution of the President's Leadership Recognition Dinner. This includes assistance with the selection of entertainment.
- 14) Works with president and staff to address VIP needs.
- 15) Confers with the CASBO staff and committee members to ensure needs of keynote speakers are addressed.
- 16) Consider assigning hosting duties for keynote speakers as follows:
  - i. First General Session – president
  - ii. Second General Session – president-elect
  - iii. Third General Session Luncheon speakers – officers
- 17) Minimizes onsite duties of president and president-elect to official program responsibilities.
- 18) Works collaboratively and collegially with the CASBO staff to foster member involvement and participation in the conference.
- 19) Supports the goals and objectives of CASBO as defined in the current member-driven strategic plan.
- 20) Follows the governance group meeting policies outlined in Chapter VII of the Manual of Procedures.
- 21) The task force chair must sign the CASBO conflict-of-interest policy statement on an annual basis. The policy and signature page are contained in Chapter VII of the Manual of Procedures.

#### G. Task Force Members

1. General description of duties
  - a. Task force members work collaboratively with the chair and CASBO staff to organize volunteers for assistance at the Annual Conference.
2. The Task Force:
  - a. Serves as promoters of Annual Conference and California School Business Expo to CASBO members and potential members by sharing information and encouraging attendance and support.

- b. Identifies potential bands/entertainers and student entertainment for possible booking at the conference.
- c. Arrange for local color guard for general sessions.
- d. Arrange for on-site volunteers, supervise volunteer activities.
- e. Task Force members and the volunteers they recruit may:
  - 1) Serve as pre-conference registration and meeting monitors.
  - 2) Serve as conference registration and workshop monitors.
  - 3) Serve as networking event, professional council lunches and other ticketed event hosts and monitors.
  - 4) Secure door prizes and sponsorships for networking/special event functions such as casino night.
  - 5) Receive training on cash registers and badge software. Help train volunteers on cash registers and badge software.
  - 6) Work with CASBO staff to resolve onsite registration problems. Including missing registration packets, missing tickets and membership issues.
  - 7) Take advantage of the expertise and familiarity of CASBO staff in registering conferees.
  - 8) Provide feedback to the CASBO staff on the functionality of conference registration forms.
  - 9) Work with Associate Member Committee to provide coordinated coverage for registration of associate members and exhibitors.
  - 10) Write thank you notes to all registration area volunteers.

#### H. Associate Member Committee Liaison

- 1. General description of duties - The Associate Member Committee liaison provides a key communication and coordination link between the conference committee and the associate member committee.
- 2. Specific duties
  - a. Serve as an active member of the task force and assist the chair as directed.
  - b. Coordinate Hospitality suite information for exhibitor registration packets.

- c. Work with staff on the selection of the Sky Joyner speaker and coordinate details for the Sky Joyner speaker name and provide appropriate details to staff for follow up.
  - d. Recruitment and assignment of exhibitor/associate member registration volunteers to assist onsite at conference.
3. Related staff duties
- a. Staff works with the Associate Member Committee on logistics regarding the following events: vendor registration, expo, hospitality night, Sky Joyner speaker.
  - b. CASBO staff is held responsible for final contract negotiations, including the Sky Joyner speaker. With regard to speakers, negotiated items include, but are not limited to: speaker fees, travel arrangements, audio visual requirements, book sales and commissions, book signings and shipments. The executive director is charged with signing all contracts.

### **10002 CASBO STAFF RESPONSIBILITIES**

- A. The CASBO staff is responsible for the general administration and direction of the Annual Conference and California School Business Expo as directed by the board of directors and outlined in the Manual of Procedures. Staff members are held accountable to the Executive Director for their duties and the execution of tasks.
- 1. CASBO's professional staff utilizes their knowledge in marketing, membership, professional development, conference administration, trade show management and association management to support the Annual Conference and California School Business Expo. Staff adheres to graphic standards and policies adopted by the board of directors.
  - 2. The Executive Director is held accountable to the Board of Directors for the organization and execution of the Annual Conference and California School Business Expo. All contracts pertaining to the association require the review and signature of the Executive Director.
  - 3. The Director, Conferences & Meetings, and other staff work to provide the necessary support for the Annual Conference and California School Business Expo. These duties include site development, room selection,

- food and beverage decisions, promotional items and printing, sponsorships, registration and coordination of scheduling and events.
4. CASBO staff is charged with managing the business of the conference, allowing the members, including the Annual Conference Volunteer Task Force, to fully enjoy the conference and take part in the professional development activities.
  5. All members of the CASBO professional staff have responsibilities for and during the Annual Conference and California School Business Expo. Staff jobs and assignments are coordinated by the Director, Conferences & Meetings, with the approval of the Executive Director.

### **10003 CONFERENCE SCHEDULE, LOCATION & LOGISTICS**

- A. Following a careful review and evaluation of the CASBO Annual Conference and California School Business Expo as part of the association's member-driven strategic planning process, in 2008 the board of directors adopted a proposed schedule and program.
- B. The proposed schedule was revised and changes implemented by the board of directors in June 2009 as part of the annual budget development process. These guidelines are utilized in the planning of the conference, in scheduling, and in all aspects of conference and expo management. They will be reviewed and evaluated annually. A conference schedule will be presented to the Board of Directors for approval each year.
- C. The CASBO Annual Conference and California School Business Expo requires a conference facility that can meet our needs in meeting rooms, general sessions and exhibit halls. Effort is made by the staff to secure facilities that can accommodate our members and vendors in convenient and adequate facilities. Membership surveys and conference evaluations are used to determine the popularity of venues. Contracts for these facilities are negotiated years in advance by the CASBO staff. The board of directors approves the dates and locations for the proposed meetings.
- D. The association's strategic planning work on the annual conference, adopted in 2008, established that the Annual Conference and California School Business Expo will be held in April of each year. In addition, the preferred days of the week for the event were also established. The first choice will be Tuesday through Saturday scheduling. Pre-conference events will be held on

Tuesday and the regular conference will begin on Wednesday and end at noon on Saturday. The second choice will be Monday through Friday scheduling. Pre-conference events will be held on Monday with the regular conference to begin on Tuesday and end at noon on Friday. The third choice will be Friday through Tuesday scheduling. Pre-conference events will be held on Friday with regular conference to begin Saturday and end at noon on Tuesday. These preferences for days of the week will be scheduled based on value pricing and availability for each of the venues selected.

- E. The venues currently recommended for conferences are: Long Beach, Pasadena, San Diego, Anaheim, Sacramento and one additional Northern California location, such as San Francisco, if determined financially feasible by the CASBO staff. Other venues will be evaluated and recommendations presented to the board of directors in future years.
- F. Approved CASBO Annual Conference Schedule and Protocols
  - 1. Pre-Conference day
    - a. Pre-conference programs are developed in collaboration with Professional Councils, Annual Conference Committee, Professional Standards and Leadership Committee, the Continuing Education and Certification Committee and the CASBO staff. Decisions for these events are based on need, economic viability, and support of the CASBO strategic plan.
    - b. President's Leadership Recognition Dinner:
      - i. The President's Leadership Recognition Dinner is held immediately prior to the Annual Conference and is held at the host hotel.
      - ii. Funding for the dinner is included in the board of director's governance budget.
      - iii. Outside sponsors for this event are coordinated by CASBO staff.
      - iv. A CASBO member or staff member may be used as the master of ceremonies.
      - v. The Manual of Procedures contains specific information on this event and includes who is invited and the number of guests allowed for the president, officers and award recipients.

- vi. A dance following the dinner is not a regular component of the conference program. However, if sponsors can be found to underwrite the event, the board of directors may approve holding a dance following the President's Leadership Recognition Dinner.

Pre-Conference

|                       |  |
|-----------------------|--|
| 9:00 a.m.-4:15 p.m.   | Pre-conference sessions (includes lunch)<br>AM Workshops 9:00 a.m.-11:45 a.m.<br>Lunch 12 noon-1:00 p.m.<br>PM Workshops 1:15 p.m.-4:15 p.m. |
| 2:30 p.m. – 4:30 p.m. | Board of Directors Meeting   |
| 6:00 p.m.-9:00 p.m.   | President’s Leadership Recognition Dinner  |

Day 1

General Session

*This event features a keynote speaker*

|                      |  |
|----------------------|--|
| 8:00 a.m.-9:00 a.m.  | Workshops  |
| 9:15 a.m.-10:45 a.m. | First General Session (no meal), Sky Joiner Speaker        |
| 11:00 a.m.-12 noon   | Workshops (including First-Time Attendee Session)          |
| 12:15 p.m.-1:30 p.m. | Professional Council Lunches                               |
| 1:45 p.m.-2:30 p.m.  | Workshops  |
| 3:00 p.m.-4:00 p.m.  | Workshops  |
| 4:15 p.m.-5:15 p.m.  | Workshops  |
| 5:30 p.m.-7:30 p.m.  | Grand Opening Reception in California School Business Expo |
| 8:00 p.m. – midnight | Social Activity  |

Day 2

|                        |  |
|------------------------|--|
| 8:00 a.m. – 9:00 a.m.  | Workshops  |
| 9:15 a.m. – 10:45 a.m. | Second General Session   |
| 11:00 a.m.-12:00 p.m.  | Workshops  |
| 12:00 p.m. - 1:00 p.m. | CBO Professional Council Lunch (Expo is open 10:00 a.m.- 4:00 p.m. this day; closed for lunch) |
| 1:00 p.m.-2:00 p.m.    | Workshops  |
| 2:15 p.m.-3:15 p.m.    | Workshops  |
| 3:30 p.m.-4:30 p.m.    | Associate Member Workshops   |
| 5:00 p.m.-7:00 p.m.    | Associate-Hosted Hospitality Suites  |
| 7:30 p.m.-1:00 a.m.    | Casino Night and Dancing   |

Day 3

*Third General Session Luncheon/Lunch on Your Own:*

The lunch hour features an optional meal and speaker at a cost to attendees. Tickets for this event would need to be purchased in advance of the conference in order to effectively manage meal counts. For those who chose not to attend the Third General Session Luncheon, lunch would be on their own. This event may be included in the early bird registration.

|                       |   |
|-----------------------|---|
| 7:45 a.m.-8:45 a.m.   | Workshops   |
| 9:00 a.m.-10:00 a.m.  | Workshops   |
| 10:15 a.m.-11:15 a.m. | Workshops   |
| 11:30 a.m.-12:30 p.m. | Workshops   |
| 12:45 p.m.-2:15 p.m.  | Third General Session Luncheon (requires paid ticket) featuring passing of the gavel<br><i>OR</i> Lunch on your own |
| 2:30 p.m.-3:30 p.m.   | Workshops   |
| 3:45 p.m.-4:45 p.m.   | Workshops   |

G. Professional Council Lunches:

1. This schedule maintains two days for the professional councils to hold their lunches. CASBO staff works with the professional councils to establish dates and programs.

H. Workshops:

1. The schedule includes opportunities for up to 12 workshop opportunities for each professional council.

I. Associate Member Workshop Sessions:

1. Upon recommendation from the Associate Member Committee, associate member developed and sponsored sessions are held on Day Two from 3:30 p.m. – 4:30 p.m. These sessions are coordinated by the Associate Member Committee and follow the same guidelines as developed for all conference workshops.
2. In keeping with the strategic plan, the adoption of session standards and speaker guidelines are underway at the time of this writing.
3. Leadership training has been an ongoing request from our members and is part of the strategic plan. Most professional council sessions concern issues that are impacting their disciplines rather than the general idea of leadership/management or other specialized training. It is recommended that these topics be considered for the Guest Lectures or for unfilled workshop sessions.
4. Two blocks of dedicated conference time for specialized topics that present an immediate need or issue for the membership be included, when appropriate, in conference scheduling. These sessions would be scheduled close to the conference to accommodate hot topics or the availability of special guests. By setting these sessions aside in advance, we minimize competition with regular workshops. These sessions may also be used for the guest lunches or to fill open program slots.

J. Meal Functions:

1. The schedule would include only one meal function (Day One reception in the Expo) in the registration fee. All other meal functions (Third General Session Luncheon and professional council lunches) would require a separate ticket. The MOP includes policies regarding tickets for the President's Leadership Recognition Dinner.

K. Networking Events:

1. To accommodate budget concerns, a DJ or electronic Juke Box will be used for networking events rather than a live band. If sponsorship is available for a live band, one may be used.
  2. Networking events will continue as sponsored events. Sponsorships continue to be coordinated by staff with the active support of the Conference Volunteer Task Force, Associate Member Committee and the board of directors. Sponsorships are required to be guaranteed in writing prior to the scheduling or advertising of sponsored events. These sponsorships follow CASBO guidelines and processes.
- L. The Conference Volunteer Task Force:
1. The president-elect and his or her appointed Conference Volunteer Task Force chair will collaborate with senior staff prior to the current annual conference to discuss plans and logistics, brainstorm selection of task force members, and select shirts for the task force. Task force members attending the current annual conference are strongly encouraged to work in the CASBO booth to promote the next conference. Coordination of this activity may take place via electronic communication.
  2. The task force holds its first formal meeting following the June adoption of the fiscal year budget for the conference year.
- M. Conference Sponsorships:
1. All sponsorships for the Annual Conference will be made available annually to all associate members. Premiere-level members by virtue of their increased financial commitment to CASBO, are given advanced notice and the opportunity to select a sponsorship prior to other associate members. Sponsorships that receive interest from more than one associate would be determined by random drawing.
- N. Hotel Reservations:
1. CASBO staff works directly with the venues to determine host hotels and to establish the plans and logistics for the conference. The number of hotel rooms and food and beverage costs are key factors in contract negotiations with convention centers and service providers.
  2. CASBO staff works with hotels and venues to develop a system to address the issue of hotel attrition. Hotel attrition means hotel rooms that are guaranteed by CASBO, but not utilized by members or guests. The contracted costs for these rooms pose a future threat to the economic

health of CASBO. Methods to address this issue will continue to be refined as industry standards and economic realities evolve.

3. CASBO will secure a minimum number of rooms for future events and work to provide alternatives for those unable to stay at the conference hotels in the event of unexpected increased attendance.
4. CASBO will attempt to utilize a one-night paid hotel reservation requirement to secure a hotel. Cancellations made 30 days or less from the meeting will be penalized with a cancellation fee. This is a standard practice in the meetings and association industries. It protects the association and allows members to receive the discounted negotiated rate. It discourages people from cancellations and rebooking through discount hotel operations, such as Orbitz.

O. Conference Pricing/Registration Fees:

1. The staff brings forward each year, to the June meeting of the board of directors, a recommendation with the proposed budget with regard to Annual Conference registration fees and event prices. It is highly recommended that the Conference Volunteer Task Force chair and members work diligently with staff to minimize expenditures.

# CHAPTER XI: EDUCATION ADVOCACY FOUNDATION MANUAL OF PROCEDURES

## Section 11000

Adopted Jan. 23, 2010 by the EAF Board of Trustees  
Amended April 16, 2010 by the EAF Board of Trustees  
Amended April 6, 2011 by the EAF Board of Trustees

### **11001 BOARD OF TRUSTEES**

#### A. Composition

|                 |   |
|-----------------|---|
| Chair           | A Past President of CASBO, appointed by the incoming CASBO President  |
| Assistant Chair | Legislative Committee Chair   |
| Members         | Secretary-Treasurer (CASBO President)<br>Trustee (CASBO President-Elect)<br>Trustee (CASBO member appointed by the President) |
| Ex-Officio      | Executive Director  |

*The Executive Director is an ex-officio non-voting member.*

#### B. Terms

1. The term for each trustee is one year.

#### C. Role of the Board of Trustees

1. Develop policies for the Foundation and ensure proper implementation of those policies.
2. Review and approve the Foundation budget and monitor adherence to the budget on a regular basis.
3. Implement the strategic plan.
4. Review and recommend changes to the CASBO EAF MOP and bylaws.
5. Establish priorities of the Foundation.
6. Ensure constant and expanded two-way communication with the CASBO leadership.

7. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.
8. Ensure that the activities of the Foundation are consistent with and promote the Foundation's purposes.

*Officers of the Board of Trustees have individual responsibilities as described within this chapter.*

D. Chair

1. The chair will be a CASBO Past President appointed by the incoming CASBO President. Responsibilities of the Chair include:
  - a. Plan, coordinate and preside over the Board of Trustees meetings.
  - b. Coordinate Foundation business with CASBO staff between meetings.
  - c. Serve as an ex-officio member of the CASBO Board of Directors.
  - d. Serve as an ex-officio member of the Legislative Committee.
  - e. Work with other professional educational associations, attending meetings when requested by the CASBO President as provided for in the annual budget.
  - f. Serve as an official representative of CASBO in state and federal advocacy efforts when requested by the CASBO President.
  - g. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

*The chair of the trustees must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and signature page are contained in Chapter VII of the CASBO Manual of Procedures.*

E. Assistant Chair

1. The Legislative Committee Chair shall serve as the Assistant Chair of the Foundation. In addition to duties described in the advocacy portion of this MOP, as an officer of the Foundation, the Assistant Chair shall:
  - a. Preside at Board of Trustees meetings in the absence of the chair.

- b. Serve as an official representative of CASBO in state and federal advocacy efforts as necessary.
- c. Perform other functions for the association as assigned by the Chair or the Board of Trustees or the CASBO President.
- d. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

F. Secretary-Treasurer

1. The current CASBO President will serve as the Secretary-Treasurer of the foundation. As an officer of the foundation, the Secretary-Treasurer shall:
  - a. Review and approve for submission Foundation financial reports at the Board of Trustees meetings.
  - b. Ensure proper record keeping of meetings of the Trustees.
  - c. Working with the Executive Director, assist in preparation of the budget and all revisions to that budget.
  - d. Perform other responsible functions of the Foundation as assigned by the CASBO President and Chair of the Board of Trustees.
  - e. Serves as authorized check signor for the Foundation.
  - f. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

## **11002 LEGISLATIVE COMMITTEE**

### H. Composition

|                 |   |
|-----------------|---|
| Chair           | Prior assistant chair   |
| Assistant Chair | Appointed by the incoming CASBO President   |
| Members         | A member from each CASBO section, appointed by the CASBO President, and representing a cross-section of the CASBO Membership<br>Immediate past chair<br>CASBO President-elect<br>A liaison from the Associate Member Committee<br>At-large members as deemed appropriate by the CASBO President, based on experience and expertise in the legislative process and subject matter areas. |
| Ex-Officio      | EAF Chair   |

*The Chair, Assistant Chair, CASBO President-elect and Immediate Past Chair positions shall be one-year positions. Committee member appointments and the Associate Member Committee Liaison shall be for three years.*

*The incoming CASBO President shall appoint the liaison from the Associate Member Committee and one-third of the of the committee members on a rotating basis so that no one President appoints more than one-third of the committee members.*

### I. Qualifications

1. Committee members must have a demonstrated interest and experience in legislative issues, including the ability to analyze and understand legislation, education policies, and political issues at the local, state, and federal levels. Committee members shall have demonstrated communication skills and be familiar with working in a group consensus environment. Appointees shall also support the goals and objectives of CASBO as defined in the current member-driven strategic plan and the CASBO Legislative Platform.

#### J. Committee Organization

1. The committee shall have a chair and assistant chair, each with a one-year term. At the completion of serving one year as assistant chair, that individual shall become chair of the committee for one year and will take office immediately following the annual conference. A new assistant chair will be appointed for a one-year term by the incoming CASBO President. At the end of the chair's one-year term, he or she will become immediate past chair.
2. In the event that a chair position becomes open prior to the end of a term, the assistant chair shall be elevated to the position of chair for the remainder of that term. The assistant chair who becomes chair under these circumstances shall hold the chair position for the remainder of the previous chair's term and for the full term for which they were elected.
3. In the event of a vacancy in an assistant chair position, the CASBO President shall immediately appoint a replacement assistant chair. The person who is appointed assistant chair when the existing assistant chair is elevated to the chair position shall hold the assistant chair position for the remainder of the previous assistant chair's term and one additional year. The person who is appointed assistant chair when the existing assistant chair resigns or is removed from the position shall hold the assistant chair position for the remainder of the previous assistant chair's term and then be elevated to the chair position in normal succession and serve as chair for a period of one year.

#### K. Assistant Chair Appointments

1. The appointment of the assistant chair is the responsibility of the incoming CASBO President. The appointee must be an active CASBO member at the state and section level, a current or former member of the Legislative Committee, a person who has demonstrated skills as an excellent communicator and a demonstrated knowledge and experience concerning legislative issues. The appointee shall support the goals and objectives of CASBO as defined in the current member-driven strategic plan.

#### L. Legislative Committee Chair

1. The Legislative Committee Chair shall:
  - a. Chair the meetings of the Legislative Committee.

- b. Present a Legislative Platform for approval to the Foundation Board of Trustees and CASBO Board of Directors.
- c. Serve as a member of the Education Advocacy Foundation Board of Trustees.
- d. Report to the Education Advocacy Foundation Trustees and CASBO Board of Directors on the activities of the Legislative Committee, including positions taken on legislation and specific legislative issues to be sponsored by CASBO.
- e. In cooperation with the Annual Conference Committee and staff, prepare sessions as assigned for the Annual Conference on legislative and political issues.
- f. Review, approve, sign and forward to the CASBO office for payment all reimbursement claims from Legislative Committee members for meeting attendance. Approve claims according to the travel policies of CASBO.
- g. The chair must sign the CASBO Conflict of Interest Policy statement on an annual basis. The policy and the signature page are contained in Chapter VII of the CASBO Manual of Procedures.
- h. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan.

M. Legislative Committee Assistant Chair

- 1. The Legislative Committee Assistant Chair shall:
  - a. Assist the chair in carrying out his or her duties.
  - b. Serve as a substitute for the Chair in the Chair's absence.
  - c. Support the goals and objectives of CASBO as defined in the current, member-driven strategic plan and the CASBO Legislative Platform.

N. Purpose

- 1. To study, develop, adopt and present legislative positions and issues to the Board of Trustees.
- 2. To serve as the Advocacy Implementation Team for the CASBO Strategic Plan.
- 3. To recommend the Legislative Platform for adoption by the Education Advocacy Foundation Board of Trustees and the CASBO Board of Directors.

4. To assist in the preparation of annual conference sessions related to legislative issues.
5. To approve requests for legislative sponsorship.
6. Communicate on issues with various CASBO committees and professional councils.
7. To serve as a liaison between the committee and each respective CASBO section.

O. Process

1. The committee meets to take positions on all education-related bills. Legislation may be sponsored, opposed, opposed unless amended, disapproved, watched, approved, supported if amended, or supported by vote of the committee. Bill positions are subject to review by the Education Advocacy Foundation Trustees.

P. Advocacy Activities of CASBO

1. Initiation of legislation
  - a. The state professional councils of CASBO are strongly encouraged to raise policy issues, and submit legislative proposals or platform issue statements based on member ideas to the Legislative Committee. It is imperative that no communication by any CASBO member be made to a legislative representative indicating a legislative position in the CASBO name unless that position has been approved by the Legislative Committee, the Board of Trustees of the Foundation or the Board of Directors of CASBO.
2. Evaluation of legislation
  - a. The Legislative Committee may refer legislative proposals to a CASBO professional council or committee for review and input. With the accelerated pace of legislative action in recent years, coordination of legislative issue feedback will be accomplished through the use of electronic mail.
  - b. All CASBO members should remember that the official CASBO position on any legislation is determined by the Legislative Committee and the Education Advocacy Foundation Board of Trustees. In cases of urgent need for establishing a CASBO

position the Legislative Committee may take positions using conference call or other technology in between meetings.

# **CHAPTER XII: EDUCATION ADVOCACY FOUNDATION BYLAWS**

## **Section 12000**

Amended and restated bylaws

As amended by vote of the membership in March 2005

### **12001 ARTICLE I – NAME AND PRINCIPAL OFFICE**

#### A. Section 1: Name of Corporation

1. The name of this corporation shall be CASBO Education Advocacy Foundation and shall be referred to herein as the "Foundation."

#### B. Section 1: Location of Principal Office

1. The principal office of the Foundation will be located at such place within the state as the Board of Trustees may from time to time designate by resolution.

### **12002 ARTICLE I – NONPROFIT STATUS AND PURPOSE**

#### A. Section 1: Corporation Is Nonprofit

1. This Foundation is a public benefit corporation under the California Nonprofit Corporation Law.

#### B. Section 2: Specific Purposes

1. The specific purposes of this Foundation shall be to:
  - a. To further the improvement of school business administration, for the benefit of public schools and school systems throughout the State of California.
  - b. To advocate the education policy and fiscal interests of public schools and school systems throughout the state to legislative bodies and administrative agencies at all levels.
  - c. To conduct, sponsor, and encourage programs and services that will educate, train and inform school administrators about the policy and fiscal aspects of school business management and administration.

- d. To publish material about the policy and fiscal issues that face public schools and school systems and make that material available to the public.
- e. To cooperate with other educational organizations and with governmental education agencies at all levels in improving school business management and administration.
- f. To maintain a separate, affiliated political organization.

## **12003 ARTICLE II - MEMBERSHIP**

### A. Section 1: Class and Eligibility

- 1. The Foundation shall have only one class of member. Eligible Members of this Foundation shall include and be limited to California school districts, county offices of education, state agencies, joint powers agencies of education-related entities, and community colleges or districts.

### B. Section 2: Voting Rights of Members

- 1. The Members shall have all rights afforded members under the California Nonprofit Public Benefit Corporation Law, including, without limitation, the right to vote, as set forth in these Bylaws, on the disposition of all or substantially all of the Foundation's assets, on any merger and its principal terms and any amendment of those terms, and on any election to dissolve the Foundation. Members do not have the right to vote on election of trustees, as all trustees of the Foundation serve by designation or selection; none are elected by the Members.
- 2. Each Member shall be entitled to one vote in person or by proxy. Only one representative of a Member shall be entitled to vote on behalf of that Member. Such representative shall be designated by the Member in writing to the Secretary in advance of a vote.
- 3. Only Members in good standing shall be entitled to vote at any meeting of Members. In order to be in good standing, a Member must be current in the payment of all dues duly imposed pursuant to article X, section 1.

### C. Section 3: Term of Membership

- 1. Each public agency accepted for membership in the Foundation shall remain a Member until it no longer qualifies as such under section 1

above; provided, however, that a Member's rights as such may be suspended for nonpayment of dues or assessments.

D. Section 2: Associates

1. Nothing in this article III shall be construed as limiting the right of the Foundation to refer to persons associated with it, who participate in any activities of the Foundation, as "members" even though such persons are not members, as defined in section 5056 of the California Nonprofit Corporation Law. Such persons shall be deemed to be associated persons with respect to the Foundation as that term is defined in section 5332 of the California Nonprofit Corporation Law and no such reference shall constitute anyone a member of this Foundation.
2. There shall be one class of persons associated with the Foundation, who shall be referred to as Associate Members. Those persons and entities eligible for Associate Membership are businesses, individuals, state agencies and organizations, including joint powers agencies, actively engaged in supplying products or rendering professional services to school districts, county offices of education, community college districts, joint powers agreement organizations and California Department of Education.

**12004 ARTICLE III – MEETINGS OF MEMBERSHIP**

A. Section 1: Annual and Special Meetings

1. Special meetings of the Members may be called by the Board of Trustees, the Chair, or five percent (5%) of the Members. No annual meeting is required, because the trustees all hold office by virtue of designation or selection, as set forth in article V, section 2.

B. Section 3: Notice of Meeting

1. Notice of each meeting of the Members shall be mailed, first class mail, or otherwise delivered to each Member at the last recorded address at least ten (10) and not more than ninety (90) days in advance of the meeting.
2. The notice shall set forth the place, time and purpose of the meeting. The transaction of any Member meeting, however called or noticed and whenever held, shall be as valid as though taken at a meeting duly held after notice, if (a) a quorum is present; and (b) either before or after the meeting, the Member signs a written waiver of notice, a consent to the

holding of the meeting, or an approval of the minutes of the meeting. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting. The Members attendance at a meeting shall also constitute a waiver of notice unless the Member objects at the beginning of the meeting.

C. Section 4: Quorum

1. Twenty percent (20%) of the voting power of Members, represented in person or by proxy, shall constitute a quorum for the transaction of business at a meeting of the Members or for a vote by written ballot; provided, however, that at any regular meeting actually attended, in person or by proxy, by less than one-third of the voting power of Members (but at which a quorum is present) the only matters upon which action can be validly taken are those matters the general nature of which was described in the notice of the meeting issued pursuant to section 2 of this article IV. If a quorum is present, the affirmative vote of the majority of the voting power of Members represented at the meeting, entitled to vote and voting on any matter (other than the election of directors) shall be the act of the Members, unless the vote of a greater number is required by California's Nonprofit Corporation Law or by the Articles of Incorporation or Bylaws of this Foundation.

D. Section 5: Manner of Casting Votes

1. Voting may be by voice or by ballot. Members otherwise eligible to vote at a meeting may do so in person or by proxy.

E. Section 6: Action by Unanimous Written Consent

1. Any action required or permitted to be taken by the Members at a meeting may be taken without a meeting (and without complying with the formalities of a written ballot) if all Members shall individually or collectively consent in writing to the action. If action is taken by written consent, the consent(s) shall be filed with the corporate minutes.

**12005 ARTICLE IV – BOARD OF TRUSTEES**

A. Section 1: General Powers

1. The business and affairs of this Foundation shall be vested in and exercised by the Foundation's Board of Trustees. Subject to the limitations expressed in article VII, section 1, the Board may delegate the

management of the activities of the Foundation to any person or persons, or committee, provided that notwithstanding any such delegation the activities and affairs of the Foundation shall continue to be managed and all corporate powers shall continue to be exercised under the ultimate direction of the Board.

B. Section 2: Number of Trustees; Designation; Qualification

1. The Board of Trustees shall consist of the following six (6) persons: The President and President-Elect of CASBO and CASBO's chairs of the Legislative Committee and the Council on Professional Development. The fifth member shall be a past president of CASBO appointed by the President of CASBO. The sixth member shall be appointed by CASBO's Associate Member Committee, and shall have experience in private business supplying products or services to public education entities. Other than the Associate Member Committee appointee and the CASBO past president designated to serve as Chair, all trustees must be actively employed with a public agency of the types identified in article III, section 1, above.

C. Section 3: Term of Office

1. Each trustee shall hold office concurrent with that person's term in the respective position designated in section 2 of this article except for the appointed members who shall serve for one year each.

D. Section 3: Removal of Trustees and Filling Vacancies on the Board of Trustees

1. Vacancies, Generally: A vacancy or vacancies in the Board of Trustees shall be deemed to exist on the occurrence of any of the following: (i) the death, resignation or removal of the trustee; or (ii) an increase of the authorized number of trustees.
2. Resignation of Trustees: Any trustee may resign, which resignation shall be effective on giving written notice to the Chair, the Secretary, or the Board of Trustees, unless the notice specified a later time for the resignation to become effective. If the resignation of a trustee is effective at a future time, the Board of Trustees may elect a successor to take office when the resignation becomes effective.
3. Filling of Vacancies: Any vacancy in a trustee position held by a person who is also a member of the Board of Directors of CASBO shall be filled

pursuant to CASBO's Bylaws. Any vacancy in a trustee position held by a person who is not a member of CASBO's Board of Directors shall be filled by vote of the Foundation Board of Trustees.

4. Removal of Trustees for Cause: The Board of Trustees of CASBO shall have the power and authority to remove a trustee and declare his or her office vacant if he or she (i) has been declared of unsound mind by a final order of court; (ii) has been convicted of a felony; (iii) has been found by a final order or judgment of any court to have breached any duty under sections 5230 through 5237 of the California Nonprofit Corporation Law (relating to the standards of conduct of trustees); or (iv) fails or ceases to meet any required qualification that was in effect at the beginning of that trustee's current term of office.
5. Removal of Trustees Without Cause: Except as otherwise provided in subparagraph (d), above, a trustee may only be removed from office prior to expiration of his or her term by the affirmative vote of a majority of the Board of Directors of CASBO.

## **12006 ARTICLE V – BOARD MEETINGS**

- A. Section 1: Place of Meetings; Meetings by Telephone
  1. Regular and special meetings of the Board of Trustees may be held at any place within the state that has been designated from time to time by resolution of the Board and stated in the notice of the meeting. In the absence of such designation, regular meetings shall be held at the principal office of the Foundation. Notwithstanding the above provisions of this section 1, a regular or special meeting of the Board may be held at any place consented to in writing by all the Board members, either before or after the meeting. If consents are given, they shall be filed with the minutes of the meeting. Any meeting, regular or special, may be held by conference telephone or similar communication equipment, so long as all trustees participating in the meeting can hear one another, and all such trustees shall be deemed to be present in person at such meeting.
- B. Section 2: Annual Meeting of Trustees

1. The Board of Trustees shall hold an annual meeting for the purpose of organization, and the transaction of other business. The annual meeting shall be held at the date, time and location of the meeting shall be set forth in the notice thereof issued in accordance with section 5, below.

C. Section 3: Other Regular Meetings

1. Other regular meetings of the Board shall be held without call at such time as shall from time to time be fixed by the Board of Trustees and communicated to the individual Board members.

D. Section 4: Special Meetings of the Board

1. Special meetings of the Board of Trustees for any purpose may be called at any time by the Chair, or any three other members of the Board.

E. Section 5: Notice of Meetings

1. Manner of Giving Notice - Notice of the time and place of the annual and any special meetings of the Board shall be given to each trustee by one of the following methods: (i) by personal delivery of written notice; (ii) by first-class mail, postage prepaid; (iii) by telephone, including voicemail or other telecommunication system; (iv) by telegram, charges prepaid; or (v) by facsimile or electronic mail. All such notices shall be given or sent to the trustee's address or telephone number as shown on the records of the Foundation. Notice of a meeting need not be given to any trustee who signs a written waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at commencement of the meeting, the lack of notice to such trustee. All such waivers, consents and approvals shall be filed with the Foundation records or made a part of the minutes.
2. Time Requirements - Notices sent by first-class mail shall be deposited into a United States mailbox at least four (4) days before the time set for the meeting. Notices given by personal delivery, telecommunication, telegraph, facsimile, or electronic mail shall be delivered, communicated, or given to the telegraph company at least forty-eight (48) hours before the time set for the meeting.
3. Notice Contents - The notice shall state the date, time, place, and the general purpose of the meeting.

F. Section 6: Quorum Requirements

1. Specified Quorum - A majority of the authorized number of trustees shall constitute a quorum for the transaction of business, except to adjourn as provided in section 8 of this article VI.
2. Action of the Board - Except as otherwise provided herein or in the Nonprofit Corporation Law, every act or decision done or made by a majority of the trustees present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board of Trustees.
3. Effect of Withdrawal of Trustees From Meeting - A meeting at which a quorum is initially present may continue to transact business, notwithstanding the withdrawal of trustees below a quorum, if any action taken is approved by at least a majority of the required quorum for that meeting or such greater number as is required by the Articles of Incorporation or these Bylaws.

G. Section 7: Waiver of Notice - The transaction of any meeting of the Board of Trustees, however called and noticed or wherever held, shall be as valid as though taken at a meeting duly held after regular call and notice, if (a) a quorum is present, and (b) either before or after the meeting, each of the trustees not present, individually or collectively, signs a written waiver of notice, a consent to the holding of the meeting, or an approval of the minutes thereof. The waiver of notice or consent need not specify the purpose of the meeting. All waivers, consents, and approvals shall be filed with the Foundation records or made a part of the minutes of the meeting and shall have the same force and effect as a unanimous vote of the Board. The requirement of notice of a meeting shall also be deemed to have been waived by any trustee who attends the meeting without protesting before or at its commencement about the lack of notice.

H. Section 8: Adjournment - A majority of the trustees present, whether or not constituting a quorum, may adjourn any meeting to another time and place or may adjourn for purposes of reconvening in executive session to discuss and vote upon personnel matters, litigation in which the Foundation is or may become involved and orders of business of a similar nature. If the meeting is adjourned for more than 24 hours, notice of adjournment to any other time or place shall be given prior to the time of the adjourned meeting to the trustees

who were not present at the time of the adjournment. Except as hereinabove provided, notice of adjournment need not be given.

- I. Section 9: Action Without a Meeting - Any action required or permitted to be taken by the Board of Trustees may be taken without a meeting, if all members of the Board, individually or collectively, consent in writing to that action. Such action by written consent shall have the same force and effect as a unanimous vote of the Board of Trustees. Such written consent or consents shall be filed with the minutes of the proceedings of the Board. For purposes of this section, "all members of the Board" shall not include any "interested trustee" as defined in section 5233 of the Nonprofit Corporation Law.
- J. Section 10: Compensation - Trustees, officers and members of committees shall not be entitled to compensation for their services as such, although they may be reimbursed for such actual expenses as may be determined by resolution of the Board of Trustees to be just and reasonable. Expenses shall be supported by an invoice or voucher acceptable to the Board. This section 10 shall not be construed to preclude any trustee from serving the Foundation in any other capacity, such as an officer, agent, employee, or otherwise, and receiving compensation for those services.

#### **12007 ARTICLE VI – DUTIES AND POWERS OF THE BOARD**

- A. Section 1. Specific Powers. Without prejudice to the general powers of the Board of Trustees set forth in article IV, section 1, the trustees shall have the power to:
  - 1. Exercise all powers vested in the Board under the laws of the State of California.
  - 2. Appoint and remove all officers of the Foundation, an executive trustee of the Foundation, if any, and other Foundation employees; prescribe any powers and duties for such persons that are consistent with law, the Articles of Incorporation and these Bylaws; and fix their compensation.
  - 3. Appoint such agents and employ such other employees, including attorneys and accountants, as it sees fit to assist in the operation of the Foundation, and to fix their duties and to establish their compensation.

4. Adopt and establish rules and regulations governing the affairs and activities of the Foundation, and take such steps as it deems necessary for the enforcement of such rules and regulation.
  5. Enforce all applicable provisions of the Bylaws.
  6. Contract for and pay premiums for insurance and bonds (including indemnity bonds) which may be required from time to time by the Foundation.
  7. Pay all taxes and charges which are or would become a lien on any portion of the Foundation's properties.
  8. Open bank accounts and borrow money on behalf of the Foundation and designate the signatories to such bank accounts.
  9. Delegate its duties and powers hereunder to the officers of the Foundation or to committees established by the Board, subject to the limitations expressed in section 1 of article VIII hereof.
  10. Prepare budgets and maintain a full set of books and records showing the financial condition of the affairs of the Foundation in a manner consistent with generally accepted accounting principles, and at no greater than annual intervals prepare an annual financial report, a copy of which shall be delivered to each trustee as provided in article X, section 5 hereof.
  11. Appoint such committees and make such special appointments as it deems necessary from time to time in connection with the affairs of the Foundation in accordance with article VIII hereof.
  12. Subject to article V, section 4(c), fill vacancies on the Board of Trustees or in any committee, except for a vacancy created by the removal of a Board member.
  13. Bring and defend actions on behalf of the Foundation so long as the action is pertinent to the operations of the Foundation.
  14. Accept on behalf of the Foundation any contribution, gift, bequest, or devise for the general purpose of the Foundation.
- B. Section 2: Limitations on Powers.
1. Self-Dealing Transactions - Notwithstanding the powers conferred on the Board pursuant to section 1 above and article V, section 1 hereof, this Foundation shall not engage in any transaction which meets the definition of a "self-dealing transaction" as defined in section 5233 of the Nonprofit

Corporation Law unless the transaction has been approved by one of the means specified in subparagraph (d) of said section 5233.

2. Transactions Between Corporations Having Common Trusteeships - This Foundation shall not enter into a contract or transaction with any other corporation, association or entity in which one or more of the Foundation's trustees are trustees unless the material facts as to the transaction and the trustee's common trusteeship are fully known or disclosed to the Board and either (i) the Board approves, authorizes, or ratifies any such contract or transaction in good faith and by a vote sufficient without counting the vote of the common trustees; or (ii) it is established that the contract or transaction is just and reasonable as to the Foundation at the time it is authorized, approved or ratified.
  3. Loans to Trustees or Officers - This Foundation shall not make any loan of money or property to, or guarantee the obligation of, any trustee or officer, unless the transaction is first approved by the California Attorney General. This provision shall not apply to any reasonable advance on account of expenses anticipated to be incurred in the performance of the trustee's or officer's duties.
  4. Standards for Investment - Except as provided in sections 5240(c) and 5241 of the Nonprofit Corporation Law, in the investment, reinvestment, purchase, acquisition, exchange, sale and management of the Foundation's investments, the Board shall:
    - a. Avoid speculation, looking instead to the permanent disposition of the funds, considering the probable income, as well as the probable safety of the Foundation's capital; and
    - b. Comply with additional standards, if any, imposed by the Articles of Incorporation, these Bylaws or the express terms of any instrument or agreement pursuant to which the invested assets were contributed to the Foundation.
- C. Section 3: Long-Range Plan - The Board of Trustees shall be responsible for developing and maintaining a long-range coordinated program of activities to be undertaken by the Foundation. This program shall serve as a guide to all committees as to the areas in which they are to operate and the extent of their operations within any given period of time.

## **12008 ARTICLE VII – COMMITTEES**

- A. Section 1. Committees of Trustees. The Board may, by resolution adopted by a majority of the trustees then in office, designate one or more committees to serve at the pleasure of the Board. Committees shall have all the authority of the Board with respect to matters within their area of assigned responsibility, except that no committee, regardless of Board resolution, may:
1. Take any final action on any matter which, under the Nonprofit Corporation Law of California, also requires approval of the Member.
  2. Fill vacancies on the Board of Trustees or on any committee which has been delegated any authority of the Board.
  3. Amend or repeal Bylaws or adopt new Bylaws.
  4. Amend or repeal any resolution of the Board of Trustees which by its express terms is not so amendable or repealable.
  5. Appoint any other committees of the Board of Trustees or the members of those committees.
  6. Approve any self-dealing transaction.
- B. Section 2: Meetings and Actions of Committees - Meetings and actions of committees shall be governed by, and held and taken in accordance with, the provisions of article VI of these Bylaws, concerning meetings of trustees, with such changes in the context of those Bylaws as are necessary to substitute the committee and its members for the Board of Trustees and its members, except that the time for regular meetings of committees may be determined either by resolution of the Board of Trustees or by resolution of the committee. Special meetings of committees may also be called by resolution of the Board of Trustees. Notice of special meetings of committees shall also be given to any and all alternate members, who shall have the right to attend all meetings of the committee. Minutes shall be kept of each meeting of any committee and shall be filed with the Foundation 's records. The Board of Trustees may adopt rules not inconsistent with the provisions of these Bylaws for the governance of any committee.

## **12009 ARTICLE VIII – OFFICERS**

- A. Section 1: Officers - The officers of the Foundation shall be a Chair, an Assistant Chair and, a Secretary/Treasurer. One person may hold the offices of secretary and treasurer. The past president of CASBO appointed to serve

on the Foundation Board shall serve as Chair of the Foundation; the chair of the Legislative Committee of CASBO shall serve as Assistant Chair of the Foundation; and the President of CASBO shall serve as Secretary/Treasurer of the Foundation.

- B. Section 2: Removal of Officers - Any officer may be removed, either with or without cause, by the Board at any regular or special meeting, or by any officer upon whom such power of removal may be conferred by the Board; provided, however, that no such officer shall remove an officer chosen by the Board.
- C. Section 3: Resignation of Officers - Any officer may resign at any time by giving written notice to the Board or to the Chair or to the Secretary. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein; and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Any resignation is without prejudice to the rights, if any, of the Foundation under any contract to which the officer is a party.
- D. Section 4: Vacancies - A vacancy in any office because of death, resignation, removal, disqualification or any other cause shall be filled in the manner prescribed in the Bylaws for regular appointments to such office.
- E. Section 5: Chair - The Chair shall be the chief executive officer of the Foundation and shall, subject to the control of the Board, have general supervision, direction and control of the affairs and officers of the Foundation. He or she shall preside at all meetings of the Board, and shall have the general power and duties of management usually vested in the office of president of a corporation, together with such other powers and duties as may be prescribed by the Board or the Bylaws.
- F. Section 6: Assistant Chair - In the absence or disability of the Chair, the Assistant Chair shall perform all the duties of the Chair and when so acting shall have all the powers of, and be subject to all the restrictions upon, the Chair. He or she shall have such other powers and perform such other duties as from time to time may be prescribed by the Board or the Bylaws.
- G. Section 7: Secretary/Treasurer - The Secretary/Treasurer shall:
  - 1. keep or cause to be kept at the principal office or such other place as the Board may order, a book of minutes of all meetings of trustees, with the time and place of holding same, whether regular or special, and if special,

how authorized, the notice thereof given, the names of those present at trustees' meetings and the proceedings thereof;

2. keep, or cause to be kept, appropriate current records showing the names and mailing addresses of all Members and any persons designated as "members" of the Foundation;
3. give, or cause to be given, notice of all meetings of the Board required by the Bylaws or by law to be given;
4. keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the Foundation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings and other matters customarily included in financial statements. The books and records shall at all reasonable times be open to inspection by any trustee;
5. deposit all monies and other valuables in the name and to the credit of the Foundation with such depositories as may be designated by the Board;
6. disburse the funds of the Foundation as may be ordered by the Board, shall render to the Chair and trustees whenever they request it, and an account of all of his or her transactions as treasurer and of the financial condition of the Foundation;
7. have such other powers and perform such other duties as may be prescribed by the Board or the Bylaws; and
8. if required by the Board, give the Foundation a bond in the amount and with the surety or sureties specified by the Board for faithful performance of the duties of his or her office and for restoration to the Foundation of all its books, papers, vouchers, money, and other property of every kind in his or her possession or under his or her control on his or her death, resignation, retirement, or removal from office.

## **12010 ARTICLE IX – DUES AND FINANCES**

- A. Section 1: Dues - The Board of Trustees shall establish the dues of the Foundation at the January Board of Trustee's meeting for the next fiscal year, which is defined as the period July 1 through June 30. For all Members and Associate Members, a one-year term of membership shall begin upon the receipt of membership dues. Dues shall be payable upon invoice, prior to the expiration of a term of membership.
- B. Section 2: Checks - All checks or demands for money and notes of the Foundation exceeding \$5,000.00 shall be signed by the Chair and the Secretary/Treasurer, or by such other two officers or persons as the Board of Trustees may from time to time designate. All checks and notes of the Foundation for \$5,000.00 or less shall be signed by the Secretary/Treasurer, or if the Secretary/Treasurer is unable to sign checks and to perform the necessary functions of the office, the Chair, Assistant Chair and/or the Executive Trustee are authorized to sign checks on behalf of the Foundation on a temporary basis when so designated by the Board of Trustees.
- C. Section 3: Accounts - The Board shall maintain any accounts it shall deem necessary to carry out its purposes.
- D. Section 4: Budget - A budget for each fiscal year consisting of at least the following information shall be distributed to the trustees not less than 45 nor more than 60 days prior to the beginning of the fiscal year:
  - 1. Estimated revenue and expenses on an accrual basis;
  - 2. The amount of the total cash reserves of the Foundation currently available for replacement or major repair of the Foundation's capital assets and for contingencies
- E. Section 5. Year-End Report. The Board shall post an annual report on the association Website within 120 days after the end of the Association's fiscal year. That report shall contain all information required by law to be disclosed and may also contain the following information, in appropriate detail:
  - 1. The assets and liabilities, including the trust funds, of the Foundation as of the end of the fiscal year;
  - 2. The principal changes in assets and liabilities, including trust funds;
  - 3. The Foundation's revenue or receipts, both unrestricted and restricted to particular purposes;

4. The Foundation's expenses or disbursements for both general and restricted purposes;
5. Any information required to be reported under Section 6322 of the Nonprofit Corporation Law requiring the disclosure of certain transactions in excess of \$50,000 per year between the Foundation and any trustee of the Foundation and indemnifications and advances to officers or trustees in excess of \$10,000; and
6. An independent accountants' report or, if none, the certificate of an authorized officer of the Foundation that such statements were prepared without audit from the Foundation's books and records.

#### **120111 ARTICLE X – INDEMNIFICATION**

- A. Section 1: Indemnification of Corporate Agents - To the fullest extent permitted by law, this Foundation shall have the power to indemnify its trustees, officers, employees, and other persons described in Section 5238(a) of the California Nonprofit Corporation Law, including persons formerly occupying any such position, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any "proceeding," as that term is used in that section, and including an action by or in the right of the Foundation, by reason of the fact that the person is or was a person described in that section. "Expenses," as used in this bylaw, shall have the same meaning as in Section 5238(a) of the California Nonprofit Corporation Law.
- B. Section 2: Approval of Indemnity - On written request to the Board of Trustees by any person seeking indemnification under Section 5238(b) or Section 5238(c) of the California Nonprofit Corporation Law, the Board shall promptly determine under Section 5238(e) of the California Nonprofit Corporation Law whether the applicable standard of conduct set forth in Section 5238(b) or Section 5238(c) has been met and, if so, the Board shall authorize indemnification.
- C. Section 3: Advances of Expenses - To the fullest extent permitted by law and except as otherwise determined by the Board in a specific instance, expenses incurred by a person seeking indemnification under sections 1 and 2 of article XI of these bylaws in defending any proceeding covered by those sections shall be advanced by the Foundation before final disposition of the

proceeding, on receipt by the Foundation of an undertaking by or on behalf of that person that the advance will be repaid unless it is ultimately determined that the person is entitled to be indemnified by the Foundation for those expenses.

- D. Section 4: Insurance - The Foundation shall have the right to purchase and maintain insurance to the full extent permitted by law on behalf of its officers, trustees, employees, and other agents, against any liability asserted against or incurred by any officer, trustee, employee, or agent in such capacity or arising out of the officer's, trustee's, employee's, or agent's status as such.

## **12012 ARTICLE XII – MISCELLANEOUS**

- A. Section 1. Inspection of Books and Records. The rights of trustees, Members and the public to inspect the books and records of the Foundation shall be as follows:
1. All accounting books and records, minutes of proceedings of the Members, the Board and committees of the Board and membership lists and papers of the Foundation shall at all times, during reasonable business hours, be subject to the inspection of any Member or its duly appointed representative at the offices of the Association for any purpose reasonably related to the Member's interest as such. A Member's right of inspection includes the right to make extracts and copies of documents. The Board of Trustees may establish reasonable rules with respect to (i) notice of inspection, (ii) hours and days of the week when inspection may be made, and (iii) payment of the cost of reproducing copies of documents requested by the Member.
  2. Every trustee shall have an absolute right at any reasonable time to inspect all books, records, documents and minutes of the Foundation and the physical properties owned by the Foundation. The right of inspection by a trustee includes the right to make extracts and copies of documents.
  3. The Foundation shall make its annual return of organization exempt from income tax (IRS Form 990), its application for tax-exempt status (IRS Form 1024) and supporting papers, and its IRS determination letter available for public inspection, and otherwise comply with the law regarding inspection and copying of such documents.

- B. Section 2: Executive Director - The Board may, from time to time, employ or contract for the services of an executive director to manage the affairs of the Foundation and, to the extent not inconsistent with the laws of the State of California, and upon such conditions as are otherwise deemed advisable by the Board, the Board may delegate to the executive director any of its day-to-day management and maintenance duties and powers under these Bylaws, provided that the executive director shall at all times remain subject to the general control of the Board.
- C. Section 3: Amendment or Repeal of Bylaws and Articles - Except as otherwise expressly provided herein, these Bylaws or the Articles of Incorporation may only be amended or repealed, and new Bylaws or Articles of Incorporation adopted by the affirmative vote or written ballot of a majority of the Board of Trustees and approval of CASBO. Any amendment or repeal of any provision in the Bylaws or Articles of Incorporation affecting the right of Members to vote on any matter must be approved by the affirmative vote or written ballot of a majority of the Members.
- D. Section 4: Biennial Statement of General Information - As and when required by section 6210 of the California Nonprofit Corporation Law, the Foundation shall file with the Secretary of State of the State of California, on the prescribed form, a statement setting forth the names and complete business or residence addresses of the chief executive officer, secretary and chief financial officer, the street address of its principal office in this state, together with a designation of the agent of the Foundation for the purpose of service of process.
- E. Section 5: Construction and Definitions - Unless the context requires otherwise or a term is specifically defined herein, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these Bylaws. Without limiting the generality of the foregoing, the masculine gender includes the feminine and neuter, and singular number includes the plural and the plural number includes the singular.

# CHAPTER XIII: CASBO ADOPTED BYLAWS

## Section 13000

### **13001 ARTICLE I – NAME, PRINCIPAL OFFICE AND AFFILIATION**

- A. Section 1: Name of Corporation - The name of this corporation is the California Association of School Business Officials, herein after referred to as Association. The acronym shall be CASBO.
  - 1. Section 2: Principal Location - The principal office of the Association will be located at such place within the state as the Board may designate.
  - 2. Section 3: Affiliation - The Association is an affiliate, by charter, of the Association of School Business Officials, International.

### **13002 ARTICLE II – MEMBERSHIP**

- A. Section 1: Types of Membership - The Members of this Association shall include and be limited to persons and organizations which meet the criteria established by the CASBO Board and that fit into the following categories:
  - 1. Voting Members – Eligible to vote and hold leadership positions at the state and Section levels, except as stated in subparagraph (ii) below.
    - a. Individual members – Full or part-time employees and elected officials working in school business in California school districts, county offices of education, community college districts or joint powers agencies.
    - b. Retired members – Individual members who have retired from school business and are no longer employed as a regular employee of a qualifying education agency. Retired members are not eligible to serve as CASBO President, President-Elect or Vice President.
    - c. Honorary Life Members – Individuals upon whom the Association has conferred Honorary Life Membership status for outstanding service.
  - 2. Non-voting Members – Not eligible to vote in elections, except as stated in subparagraph below.

- a. Organizational Members – School districts, county offices of education, community college districts, joint powers agencies and charter schools. The primary contact and superintendent may serve on committees, but may not serve as a committee chair, assistant chair or hold elected office at the state or Section levels.
  - b. Associate Members – Businesses and organizations actively engaged in supplying products or rendering professional services to education agencies in California. The primary contact of an Associate member may serve on CASBO committees in an ex-officio, non-voting capacity, and may not serve as a committee chair or hold elected office at the state or Section levels, except as follows. The primary contact of an Associate member may serve on the Associate Member Committee as a voting member, the assistant chair or chair of that committee, and, if serving as chair of the Associate Member Committee, shall also serve as a director on the CASBO Board of Directors as provided in Section 1 of Article IV.
  - c. State Agencies and Nonprofits – State agencies, higher education institutions and nonprofit organizations. The primary contact may serve on committees, but may not serve as a committee chair, assistant chair or hold elected office at the state or Section levels.
3. Nonmembers
- a. Nonmembers may participate in CASBO programs at the state and Section levels, subject to any limitations and fees approved by the CASBO Board of Directors. Nonmembers may not serve as a director, officer, chair, or assistant chair of a council/committee at the Section or state level, except as expressly provided in the Manual of Procedures. Nonmembers may serve as volunteers from time to time as may be in the best interests of CASBO.
  - b. Subscribers – Individuals who do not qualify for membership who choose to receive CASBO materials.
- B. Section 2: Member Allegiance - All members must support the goals and objectives of CASBO as defined in the current, member driven strategic plan.
- C. Section 3: Reference to Members - References to "Members" in these Bylaws pertain to all Members of this Association, whether voting or

nonvoting, unless otherwise specifically stated. Any such reference shall not cause any person or organization to be a "Member" within the meaning of Section 5056 of the California Nonprofit Corporation Law and shall not confer upon such person or organization any voting privileges not specifically set forth in these Bylaws.

- D. Section 4: Resignation - Any Member may resign from membership at any time by filing a written notice of resignation with the Vice President. No dues shall be refunded in the case of resignation of membership.
- E. Section 5: Dues - The dues or fees for each member and nonmember category shall be set by the CASBO Board of Directors.
- F. Section 6: Discipline - The CASBO Board of Directors may revoke the membership of any member for cause after providing the member with due process. No member shall be expelled except by a two-thirds vote of the CASBO Board of Directors after a hearing at which the member whose expulsion is being considered was given an opportunity to be heard, either in person or in writing, as may be specified by the Board in the Manual of Procedures.

### **13003 ARTICLE III – CASBO OFFICERS**

- A. Section 1: Definition of CASBO Officers - The officers of the Association shall be a President, a President-Elect, a Vice President and the Immediate Past President, each of whom shall also serve as a member of the Board of Directors of the Association. The Vice President shall function as the Secretary and Treasurer, and shall oversee the carrying out of related duties. All officers shall be Individual Members or Honorary Life Members in good standing (not retired from school business management), except that the office of Immediate Past President may be held by a Retired Member.
- B. Section 2: Election of CASBO Officers - Each year, a Vice President for the following CASBO calendar year shall be elected once by the statewide Individual, Honorary Life and Retiree members in good standing to serve only one four (4) year term as director, and shall advance through the ranks of President-Elect, President and Immediate Past President. Generally, each officer shall hold his or her office within the officer ranks for a term of one year beginning at the end of the Annual Conference and ending when his or her successor shall be elected or appointed, unless he or she resigns, is

removed or is otherwise disqualified to serve. However, the voting members shall have the absolute right to remove an officer from his or her position, and elect new officers, at any time as provided in the Manual of Procedures.

- C. Section 3: Duties of CASBO Officers - The duties of CASBO officers:
  - 1. The President shall serve as chair of the CASBO Board of Directors of the Association and, subject to the control of the Board, shall have such powers and perform duties as may be prescribed by the Board, the Bylaws or the Manual of Procedures.
  - 2. The President-Elect and Vice President shall serve in descending order and, subject to the control of the Board, shall have such powers and perform such duties as may be prescribed by the Board, the Bylaws or the Manual of Procedures.
  - 3. The Immediate Past President shall be subject to the control of the Board and shall have such powers and perform such duties as may be prescribed by the Board, the Bylaws or the Manual of Procedures.
- D. Section 4: CASBO Officer Positions - Qualifications to serve as a CASBO officer:
  - 1. To qualify for election and/or to hold a position as an officer, the nominee must be an Individual Member or Honorary Life Member in good standing (not retired), and meet the following additional criteria:
    - a. Must have served a minimum of five consecutive years as a CASBO member in good standing.
    - b. Must have served a minimum of three years' experience in a responsible leadership position, which may include a chair or assistant chair of a committee or council at the Section or state level.
    - c. Must have demonstrated awareness of and commitment to the Association goals and objectives as defined in the current strategic plan.
    - d. Must not be retired, except for a person serving as Immediate Past President.

#### **13004 ARTICLE IV – CASBO BOARD OF DIRECTORS**

- A. Section 1: Composition - The CASBO Board of Directors shall consist of the four officers, one director from each Section, the chair of the Associate

Member Committee, the chair of the Education Advocacy Foundation and the executive director. All directors, except ex-officio, non-voting members, and the director who serves by virtue of his or her position as the Associate Member chair, shall be Individual Members or Honorary Life Members in good standing and, except for the Immediate Past President, shall not be retired from school business management. With the exception of the director who serves by virtue of his or her position as the Associate Member chair, no other director or officer shall be an Associate Member or employed by a company doing business with school districts. The Section directors shall be designated as follows:

1. Section Directors. The Individual, Honorary Life and Retired Members in good standing, by majority vote of each Section of the Association, shall elect one Voting Member to serve as a member of the Board of Directors. Each Section director shall be elected for one term of three years only, and terms shall be staggered in a manner approved by the CASBO Board of Directors. The Section directors shall be subject to the control of the Board and shall have such powers and perform such duties as may be prescribed by the Board, the Bylaws or the Manual of Procedures. To qualify for election and/or to hold a position as a Section director, the nominee must be an Individual Member or Honorary Life Member in good standing (not retired), and meet the following additional criteria:
  - a. Must have served a minimum of three consecutive years as a CASBO member in good standing.
  - b. Must have served a minimum of two years as an officer, chair or assistant chair of a committee or council at the Section level.
  - c. Must have demonstrated awareness of and commitment to the Association goals and objectives as defined in the current strategic plan.
    - i. Ex Officio Directors. Ex-officio, non-voting members of the board do not have voting rights.
    - ii. The Education Advocacy Foundation chair shall be appointed by the CASBO President-Elect for service during his or her one-year term as President. The appointment shall be ratified by the CASBO Board of Directors.
    - iii. The executive director.

B. Section 2. CASBO Board Powers

1. The CASBO Board of Directors shall determine policies and activities of the Association, approve budgets, levy and collect dues from Members, and shall be vested with the power to act in the name of the Association on matters pertaining to the welfare of the Association. The Board may delegate the management of the activities of the Association to any person or committee; however, any such delegation of the activities and affairs of the Association shall continue to be managed and all corporate powers shall continue to be exercised under the ultimate direction of the Board.

2. The CASBO Board of Directors shall hire the executive director.

C. Section 3: Strategic Plan - The CASBO Board of Directors shall be responsible for ensuring the development and maintenance of a long-range strategic plan that includes a coordinated program of activities to be undertaken by the Association. This plan shall serve as direction to all CASBO officers, directors, councils, committees, Section officers and committees, and CASBO staff as to the areas in which they are to operate and the extent of their operations within any given period of time.

D. Section 4: Manual of Procedures - The CASBO Board of Directors shall establish a Manual of Procedures that includes a description of the duties of the CASBO Board of Directors, officers, Operational Committees, Standing Committees, Professional Councils, special appointees and Section officers and committees.

**13005 ARTICLE V – CASBO BOARD RULES AND PROCEDURES**

A. Section 1: Rules and Procedures - The CASBO Board of Directors shall establish rules and procedures related the frequency, location, notification, required quorum, and other matters regarding its regular and special meetings in the Manual of Procedures.

**13006 ARTICLE VI – VACANCIES ON THE CASBO BAORD OF DIRECTORS**

A. Section 1: Vacancies - A vacancy or vacancies on the CASBO Board of Directors shall be deemed to exist upon the specific circumstances which may include of any of the following: (i) the death, resignation or removal of a

director; (ii) an increase in the authorized number of directors; or (iii) the failure of the Voting Members to elect directors by ballot.

- B. Section 2: Resignations of CASBO Officers or CASBO Board Members - Any director or officer may resign by giving written notice of resignation to the CASBO President, the President Elect, or the CASBO Board of Directors. The resignation shall be effective when the notice is given unless the notice specifies a later time for the resignation to become effective.
- C. Section 3: Removal from Office - With Cause. The CASBO Board of Directors shall have the power and authority to remove an officer or director for cause and declare his or her office vacant if he or she (i) has been declared of unsound mind by a final order of court; (ii) has been convicted of a felony; (iii) has been found by a final order or judgment of any court to have breached any duty under Sections 5230 through 5237 of the California Nonprofit Corporation Law (relating to the standards of conduct of directors); (iv) fails or ceases to meet any required qualification that was in effect at the beginning of that directors current term of office; or (v) fails to attend three consecutive meetings of the Board without Cause. Officers may be removed for any or no reason by majority vote of the Voting Members of CASBO. Section directors may be removed for any or no reason by majority vote of the Voting Members of the Section that elected the Section director. The Associate Member Committee director may be removed for any or no reason by removal from the position of Associate Member Committee chair by the CASBO President, with the approval of the majority of the Board of Directors.
- D. Section 4: Section Director Vacancies - A vacancy in a Section director position on the Board shall be filled from that Section on an interim basis until the next election of that director's position by the CASBO President, with ratification by the CASBO Board of Directors.
- E. Section 5: CASBO Officer Vacancies - A vacancy in the office of CASBO President for any reason shall be filled until the next annual election of officers by ascension of the President-Elect to the office of President. A vacancy in the office of President-Elect shall be filled by the Vice President. A vacancy in the office of Vice President or Immediate Past President shall be filled by the vote of a majority of the directors then in office, until the next election of directors and officers. In the case of the vice president, the next regular election will include the office of vice president and president-elect. If

the President, President-Elect or Vice President vacates his or her office in mid-term, the officer who is named to replace them shall serve for the remainder of the original term and shall also serve the full term for which they were elected.

- F. Section 6: Education Advocacy Foundation Chair Vacancies - A vacancy in the office of Education Advocacy Foundation chair shall be filled by an appointment of the CASBO President for the balance of the CASBO President's term in office. The appointment shall be ratified by the CASBO Board of Directors.
- G. Section 7: Associate Member Committee Chair Vacancy - A vacancy in the office of Associate Member committee chair shall be filled by an appointment of the CASBO President for the balance of the CASBO President's term in office. The appointment shall be ratified by the CASBO Board of Directors.

#### **13007 ARTICLE VII – CASBO STATE COMMITTEES AND COUNCILS**

- A. Section 1: Standing Committees of the Board of Directors - Standing committees are subcommittees of and advisory to the CASBO Board of Directors. The composition, purpose and procedures for each standing committee are more fully stated in the Manual of Procedures. The CASBO President shall make appointments to Standing Committees as set forth in the Manual of Procedures.
  - 1. Executive Committee. The purpose and procedures for the Executive Committee are more fully stated in the Manual of Procedures. The Executive Committee shall consist of the four officers (voting) and the executive director (non-voting). The President shall serve as chair of the committee. The Executive Committee shall (i) assist the President and any other officer in the performance of their duties as the President may direct, and (ii) perform such other duties as the Board of Directors may from time to time determine. The Executive Committee is delegated the ongoing power to act in the name of the Association during the interim periods between meetings of the CASBO Board of Directors. Any actions by the Executive Committee shall be fully reported to the full CASBO Board of Directors and ratified by the CASBO Board.
  - 2. Budget Committee. The Budget Committee shall consist of the Vice President (chair) and at least four other members appointed by the

CASBO President and ratified by the CASBO Board of Directors, at least two of which shall be members of the CASBO Board of Directors. The Budget Committee shall provide regular budget oversight on behalf of the Board, making reports to the Board at its quarterly meetings, and working with staff to develop and propose the Association's annual budget to the CASBO Board of Directors.

- a. The Budget Committee is appointed for a term of one year.
- b. The Audit Committee shall provide independent and critical oversight of the annual audit and reporting to the Board as appropriate. The Audit Committee shall oversee the hiring, setting compensation and activities of the Association's auditor. The Audit Committee shall consist of not less than four persons, at least three of which are members of the CASBO Board of Directors, none of which is a member of the management team or employee of CASBO or a CASBO subsidiary. The Vice President may not serve on the Audit Committee. The Audit Committee shall be appointed by the CASBO President and ratified by the CASBO Board of Directors. The Audit Committee is appointed for a term of one year.
- c. Strategic Planning Committee. The Strategic Planning Committee is appointed and serves in accordance with the Manual of Procedures. The committee shall report to and work closely with the CASBO Board of Directors in the development and execution of the Association's strategic plan.
- d. Governance Oversight Committee. The Governance Oversight Committee shall provide the forum for:
  - i. Reviewing existing bylaws and policies and making appropriate recommendations to the board for updates and changes;
  - ii. Conducting periodic ad hoc reviews of governance documents to ensure they are current and in alignment with the CASBO bylaws, Manual of Procedures and strategic plan;

- iii. Ensuring ongoing assessment of the association's governance needs and making recommendations to the Board as appropriate;
  - iv. Ensuring ongoing assessment of Board effectiveness and providing ongoing review and recommendations to enhance the Board of Directors operations and practices;
  - v. Ensuring consistent application and adherence to bylaws and policies at all levels of the Association;
  - vi. Addressing and responding to concerns related to association governance and member conduct. The Governance Oversight Committee shall consist of three board members appointed by the CASBO President on a rotating basis as delineated in the Manual of Procedures.
- e. Appointments Committee. The Appointments Committee shall evaluate applications for appointment to State Operational Committees and State Professional Councils, certify qualified applicants, and forward those names for consideration as delineated in the Manual of Procedures. The Appointments Committee shall consist of three board members appointed by the CASBO President on a rotating basis as delineated in the Manual of Procedures.

## B. Section 2. State Operational Committees

1. State Operational Committees shall focus on key areas of CASBO operations that require the expertise of members. These may include such operations as the annual conference, membership, associate member, retiree, professional education and certification, nominations and elections, strategic partnerships, legislation, and such other operations as the CASBO Board of Directors determines is necessary and appropriate. The composition, purpose and procedures for these committees shall be established by the Board of Directors in the Manual of Procedures and shall be consistent with the Association's strategic plan.
  - a. The Manual of Procedures shall define the process through which State Operational Committees receive direction from, provide

input to and otherwise communicate with the Board of Directors as they conduct their work on behalf of the Association.

2. The Associate Member Committee is dedicated to supporting CASBO as a nonprofit association in pursuit of its mission and the fulfillment of its strategic plan.

3. Terms.

a. Members. State Operational Committee members shall be appointed by the incoming CASBO President on a rotational basis for terms of three years as established in the Manual of Procedures. The rotation shall ensure that an incoming CASBO President appoints no more than approximately one-third of any State Operational Committee each year. All appointments shall be ratified by the Board of Directors.

b. Assistant Chairs and Chairs. The State Operational Committees shall be distributed into three groups, such that the number of Committees in each group approximates one-third of the total Committees as closely as possible, following the process established in the Manual of Procedures. Any new State Operational Committees shall be assigned to one of the three groups in a manner that retains the approximate one-third distribution, as established in the Manual of Procedures. Each year, the incoming CASBO President shall appoint the assistant chairs of the State Operational Committees in one of the three groups, the incoming CASBO President-Elect shall appoint the assistant chairs of the Committees the second group, and the incoming CASBO Vice President shall appoint the assistant chairs of the Committees in the third group, following the process as established in the Manual of Procedures. The assistant chair of each State Operational Committee shall serve a one year term as assistant chair, and then shall automatically ascend to the position of chair for that Committee for a subsequent one-year term. All appointments shall be ratified by the Board of Directors.

C. Section 3. State Professional Councils

1. State Professional Councils shall serve as professional-area experts at the state level and issue-area resource experts to CASBO committees on

an as-needed basis. State Professional Councils may include a council on chief business officials, school accounting, child nutrition, community colleges, school facilities, financial services, human resources, maintenance & operations, payroll, purchasing, risk management, security, education technology, transportation and such other areas as the Board of Directors determines is necessary and appropriate. The composition, purpose and procedures for these committees shall be established by the Board of Directors in the Manual of Procedures and shall be consistent with the Association's strategic plan.

a. Terms.

- i. Members. State Professional Council members shall be appointed by the incoming CASBO President on a rotational basis for terms of three years as established in the Manual of Procedures. The rotation shall ensure that an incoming CASBO President appoints no more than approximately one-third of any State Professional Council per year. All appointments shall be ratified by the Board of Directors.
- ii. Assistant Chairs and Chairs. The State Professional Committees shall be distributed into three groups, such that the number of Committees in each group approximates one-third of the total Committees as closely as possible, following the process established in the Manual of Procedures. Any new State Professional Committees shall be assigned to one of the three groups in a manner that retains the approximate one-third distribution, as established in the Manual of Procedures. Each year, the incoming CASBO President shall appoint the assistant chairs of the State Professional Committees in one of the three groups, the incoming CASBO President-Elect shall appoint the assistant chairs of the Committees the second group, and the incoming CASBO Vice President shall appoint the assistant chairs of the Committees in the third group, following the process as established in the Manual of Procedures. The assistant

chair of each State Professional Committee shall serve a one year term as assistant chair, and then shall automatically ascend to the position of chair for that Committee for a subsequent one-year term. All appointments shall be ratified by the Board of Directors.

- D. Section 4: State Special Committees, Task Forces and Working Groups - Subject to the approval of the CASBO Board of Directors, the CASBO President is authorized to appoint such special committees, task forces and working groups as the best interests of the Association may require. These special groups may be created to address specific issues, tasks or projects, serve for a defined period of time and be accountable to the CASBO Board of Directors.
- E. Section 5: Vacancies - Vacancies on state committees and councils, including chairs and vice chairs, shall be filled by appointment of the CASBO President and shall be ratified by the Board of Directors. Appointees shall fill the balance of the term of the person they are replacing.

### **13008 ARTICLE VIII – SECTIONS**

- A. Section 1: Section Structure - This Association's organizational structure shall include Sections, with each Section comprised of a geographic area within California. The CASBO Board of Directors shall establish the number and boundaries of the Sections. The CASBO Board of Directors may modify the number and/or boundaries of the Sections from time to time as may be deemed appropriate. The CASBO Board of Directors shall define the terms of the Association's relationship with Sections in the Manual of Procedures. All Sections shall be established and operate in accordance with these Bylaws and with the Manual of Procedures.
- B. Section 2. Sections Rules
  - 1. Sections may not separately incorporate. Sections shall be accountable to the CASBO Board of Directors. The CASBO Board of Directors shall establish rules and policies relating to the governance of Sections, the parameters of activities of the Sections, the financial record keeping and reporting of Sections, and the creation of bank and investment accounts by Sections.

2. The CASBO Board of Directors shall adopt a basic set of Section bylaws which ensure consistent governance, operational and financial standards among all Sections. Each Section, upon adoption or modification of Section bylaws, shall submit said bylaws to the CASBO Board of Directors for approval.
- C. Section 3: Sections Subject to Statewide Bylaws - Notwithstanding the above, Sections shall abide in all provisions of the Bylaws and policies of the Association, as well as the decisions of the CASBO Board of Directors. Sections shall take no action or approve any rule or policy that is inconsistent with or contrary to any law or regulation, or CASBO Articles of Incorporation, Bylaws, Manual of Procedures or action of the CASBO Board of Directors.

### **13009 ARTICLE IX – INDEMNIFICATION OF CORPORATE AGENTS**

- A. Section 1: Indemnification - Subject to any policies established by the Board of Directors, the Board of Directors may, in its sole discretion, indemnify its directors, officers, employees, and other persons described in Section 5238(a) of the California Nonprofit Corporation Law, including persons formerly occupying those positions, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any "proceeding," as that term is used in that Section and including an action by or in the right of the Association, by reason of the fact that such person is or was a person described by that Section. "Expenses," as used in this Bylaw shall have the same meaning as in Section 5238(a) of the California Nonprofit Corporation Law.

### **13010 ARTICLE X – MISCELLANEOUS**

- A. Section 1: Repeal of Bylaws - These Bylaws may only be amended or repealed or new Bylaws adopted by the affirmative vote of a majority of the Individual, Retired and Honorary Life Members in good standing voting, except as otherwise provided by the Bylaws. Proposed amendments or repeal of these Bylaws shall be submitted to the voting members in the manner set forth in the Manual of Procedures. If any provision of these Bylaws requires the vote of a larger proportion or all of the voting Members, such provisions may not be altered, amended or repealed except by such greater vote, unless otherwise specifically provided here.

# CHAPTER XIV: HANDBOOKS

## Section 14000

### 14001 CASBO ANNUAL CONFERENCE AND CALIFORNIA SCHOOL BUSINESS EXPO CONFERENCE VOLUNTEER TASK FORCE HANDBOOK

#### **CASBO Annual Conference and California School Business Expo**

CASBO's rich history of providing outstanding professional development has helped to build the association's reputation as a leader in furthering the goals of school business officials in their work to support student learning in California. A significant component of the association's work in this area is our highly regarded annual conference. In fact, the annual conference is the premiere professional development opportunity for school business officials in California.

From an operational perspective, the conference is a key driver of revenue to support the association's work. On average, the CASBO Annual Conference and School Business Expo generates a third of the association's annual revenues. As such, and because the event is a complex logistical production, its efficient planning and execution are critical to the association's success.

CASBO's strength as a statewide association is the unparalleled volunteerism of our members. This commitment, partnered with the support of the association's professional staff in Sacramento, provides the opportunity for ever-increasing success in delivering a top-notch annual conference to our members.

- A. The President-elect shall appoint a task force consisting of up to five active CASBO members, including a chair, and one member from the Associate Member Committee to collaborate in organizing volunteers for the annual conference that occurs at the end of his/her term. Appointments will be made by the President-elect and presented to the CASBO Board of Directors for ratification at the April board meeting. For the purposes of the task force, the term "active CASBO members" includes retirees. The associate member position is an ex-officio non-voting position on the task force.
- B. Purpose

1. The members of the task force will collaborate with staff in soliciting, securing and coordinating volunteers for various roles at the annual conference. These roles may include registration, session monitors, ticket takers, assistance with networking activity logistics and other events. The members of the task force may also support the president during the conference, providing assistance as necessary.
2. The task force members will follow the policies as established in the Manual of Procedures and in the Annual Conference Volunteer Task Force Handbook.

C. Terms

1. Appointments for the Conference Volunteer Task Force will be for one year, beginning at the close of the Annual Conference in the year of appointment and terminating at the close of the subsequent Annual Conference.

D. Job descriptions

1. The job descriptions that appear on the following pages capture the key duties and responsibilities of the volunteer members of the Conference Volunteer Task Force.

E. Meetings

1. The Annual Conference Volunteer Task Force will meet at least twice in person and through conference calls on a regular basis. The meetings are coordinated by the CASBO staff and the agenda is developed in cooperation with the chair. Locations and logistics and arrangements for these meetings are provided by CASBO staff.

F. Annual Task Force Chair

a. General description of duties

- a. The committee chair serves as the leader of the Conference Volunteer Task Force scheduling all meetings and providing overall coordination of committee work. The chair works closely with assigned CASBO staff to ensure effective coordination and execution of all task force activities.

2. Specific duties

- c. Works with the task force, the Annual Conference Committee, the CASBO president and staff during the year of preparation for the Annual Conference regarding volunteers at the upcoming Annual Conference.

d. Chairs the task force meetings and provides leadership and direction in:

- 1) Recruiting members/volunteers.
- 2) Scheduling meetings.
- 3) Preparing and distributing meeting agendas.
- 4) Arranging for meeting minutes.
- 5) Distributing appropriate written material to committee members and staff.
- 6) Ensuring that each committee member completes assigned tasks.
- 7) Collaborating with the president.
- 8) Collaborating with CASBO Staff.
- 9) Serving as liaison to the Annual Conference Committee.
- 10) Collaborating with staff to ensure recommendations and/or feedback from Annual Conference Committee chair are provided to the task force on issues such as:
  - i. Matrix/schedule of workshops.
  - ii. Audio visual requirements.
  - iii. Speaker needs and expectations.
- 11) Reports on the work the Annual Conference Committee completes at the task force meetings.
- 12) Submits the task force master calendar for the year to the CASBO Board of Directors 30 days before the June board meeting.
- 13) In conjunction with the president and assigned staff, assists in the execution of the President's Leadership Recognition Dinner. This includes assistance with the selection of entertainment.
- 14) Works with president and staff to address VIP needs.
- 15) Confers with the CASBO staff and committee members to ensure needs of keynote speakers are addressed.
- 16) Consider assigning hosting duties for keynote speakers as follows:
  - i. First General Session – president
  - ii. Second General Session – president-elect

- iii. Third General Session Luncheon speakers – officers
- 17) Minimizes onsite duties of president and president-elect to official program responsibilities.
- 18) Works collaboratively and collegially with the CASBO staff to foster member involvement and participation in the conference.
- 19) Supports the goals and objectives of CASBO as defined in the current member-driven strategic plan.
- 20) Follows the governance group meeting policies outlined in Chapter VII of the Manual of Procedures.
- 21) The task force chair must sign the CASBO conflict-of-interest policy statement on an annual basis. The policy and signature page are contained in Chapter VII of the Manual of Procedures.

G. Related staff duties

- i. Contracts - To ensure planning consistency and accuracy of all contracted services (including all general session/Sky Joyner speakers), CASBO staff is held responsible for contract negotiations. With regard to speakers, negotiated items include, but are not limited to: speaker fees, travel arrangements, audio visual requirements, book sales and commissions, book signings and shipments. The executive director is charged with signing all contracts.
- ii. Food and catering - Due to the ever-increasing costs of meal services and the need to ensure efficiencies, CASBO staff has been charged with managing food selection, coordination and meal guarantees.
- iii. Housing and meeting management - Staff is charged with serving as the central coordination point for all facilities and housing needs, including room reservations for VIPs. All communication with convention center and hotel staff is done through CASBO staff to ensure accuracy and clarity via a single point of contact.
- iv. Marketing - As the association's premiere event, the CASBO Annual Conference and California School Business Expo represents CASBO's single most-significant marketing opportunity. A key component of the marketing strategy is building the CASBO brand, which, in turn, supports the growth and effectiveness of all CASBO endeavors (professional

development, advocacy, membership recruitment and retention, etc.). As such, the brand properties are the predominant element of all marketing efforts, including those for the annual conference. (Brand properties include the logo, colors and tag line.) For that reason, the conference does not employ a theme although the expo/vendor show may have a theme. Staff is relied upon to ensure the professional application of the association's marketing and branding strategies. These include graphic design development and execution, collateral materials (such as the registration brochure and conference guide), advertising, selection and acquisition of all branded specialty items (including giveaways and other logo items), Web page updates, mass e-mails, and coordination with promotions chair for supplying artwork and ordering of conference committee shirts for promotion at the previous year's conference.

- v. Photography - CASBO staff coordinates the photographer to ensure appropriate photos are captured for future marketing efforts.

#### H. Task Force Members

##### 1. General description of duties

- a. Task force members work collaboratively with the chair and CASBO staff to organize volunteers for assistance at the Annual Conference.

##### 2. The Task Force:

- f. Serves as promoters of Annual Conference and California School Business Expo to CASBO members and potential members by sharing information and encouraging attendance and support.
- g. Identifies potential bands/entertainers and student entertainment for possible booking at the conference.
- h. Arrange for local color guard for general sessions.
- i. Arrange for on-site volunteers, supervise volunteer activities.
- j. Task Force members and the volunteers they recruit may:
  - 11) Serve as pre-conference registration and meeting monitors.
  - 12) Serve as conference registration and workshop monitors.
  - 13) Serve as networking event, professional council lunches and other ticketed event hosts and monitors.

- 14) Secure door prizes and sponsorships for networking/special event functions such as casino night.
- 15) Receive training on cash registers and badge software.  
Help train volunteers on cash registers and badge software.
- 16) Work with CASBO staff to resolve onsite registration problems. Including missing registration packets, missing tickets and membership issues.
- 17) Take advantage of the expertise and familiarity of CASBO staff in registering conferees.
- 18) Provide feedback to the CASBO staff on the functionality of conference registration forms.
- 19) Work with Associate Member Committee to provide coordinated coverage for registration of associate members and exhibitors.
- 20) Write thank you notes to all registration area volunteers.

I. Associate Member Committee Liaison

1. General description of duties - The Associate Member Committee liaison provides a key communication and coordination link between the conference committee and the associate member committee.
2. Specific duties
  - a. Serve as an active member of the task force and assist the chair as directed.
  - b. Coordinate Hospitality suite information for exhibitor registration packets.
  - c. Work with staff on the selection of the Sky Joyner speaker and coordinate details for the Sky Joyner speaker name and provide appropriate details to staff for follow up.
  - d. Recruitment and assignment of exhibitor/associate member registration volunteers to assist onsite at conference.
3. Related staff duties
  - a. Staff works with the Associate Member Committee on logistics regarding the following events: vendor registration, expo, hospitality night, Sky Joyner speaker.

- b. CASBO staff is held responsible for final contract negotiations, including the Sky Joyner speaker. With regard to speakers, negotiated items include, but are not limited to: speaker fees, travel arrangements, audio visual requirements, book sales and commissions, book signings and shipments. The executive director is charged with signing all contracts.
  - c. Ensures sponsorship opportunity information for sponsorship of tables and prizes is included in vendor registration packets.
  - d. Works with staff script coordinator in gathering information from president and conference chair for general session scripts.
4. Cautions
- a. When selecting entertainment for possible performance at the Annual Conference, please adhere to the following guidelines:
    - i. Do not compensate an agent with an extra fee or freebie to be at the event.
    - ii. Do not include contract clauses which require CASBO to provide lighting and sound for the act.
    - iii. Do not include contract clauses which require CASBO to provide hotel accommodations or transportation.
    - iv. Do not hire a group that is prone to making off-color jokes or inappropriate commentary.
    - v. Do not ask the band to play beyond the negotiated contract block of time.
    - vi. Work to avoid no-show acts: Always know the advance itinerary. Get phone and cell numbers. Insist on personal phone contacts the day before and day of the event.
    - vii. Plan for food and refreshment needs of the band during breaks.
    - viii. Do not waive liability for group's negligence during act.
    - ix. Do not assume students groups will have risers or equipment they need to perform. Verify all needs prior and ensure they are documented in the contract.
    - x. Ensure payment to students groups is to the appropriate payee/group.

- xi. Do not take conference buses out of service to transport entertainment groups.
- xii. Ensure entertainment has proper licenses and copyrights to play specified music.
- xiii. Ensure unclaimed casino prizes are posted in a central location early the following morning.

5. CASBO Staff Responsibilities

- a. The CASBO Staff is responsible for the general administration and direction of the Annual Conference and California School Business Expo as directed by the board of directors and outlined in the Manual of Procedures. Staff members are held accountable to the executive director for their duties and the execution of tasks.
- b. CASBO's professional staff utilizes their knowledge in marketing, membership, professional development, conference administration, trade show management and association management to support the Annual Conference and California School Business Expo. Staff adheres to graphic standards and policies adopted by the board of directors.
- c. The executive director is held accountable to the board of directors for the organization and execution of the Annual Conference and California School Business Expo. These duties include site development, room selection, food and beverage decisions, promotional items and pricing, sponsorships, registration and coordination of scheduling and events.
- d. CASBO staff is charged with managing the business of the conference, allowing the members, including the Conference Volunteer Task Force, to fully enjoy the conference and take part in the professional development activities.
- e. All members of the CASBO professional staff have responsibilities for and during the Annual Conference and California School Business Expo. Staff jobs and assignments are coordinated by the Executive Director and the Director, Conference & Meetings.

J. Conference Schedule, location and logistics

- 1. Following a careful review and evaluation of the CASBO Annual Conference and California School Business Expo as part of the association's member-

driven strategic planning process, in 2008 the board of directors adopted a permanent schedule and program.

2. The permanent schedule was revised and changes implemented by the board of directors in July 2013. These guidelines are utilized in the planning of conference, in scheduling, and in all aspects of conference and expo management.
3. The CASBO Annual Conference and California School Business Expo requires a conference facility that can meet our needs in meeting rooms, general sessions and exhibit halls. Effort is made by the staff to secure facilities that can accommodate our members and vendors in convenient and adequate facilities. Membership surveys and conference evaluations are used to determine the popularity of venues. Contracts for these facilities are negotiated years in advance by the CASBO staff. The board of directors approves the dates and locations for the proposed meetings.
4. The association's strategic planning work on the annual conference, adopted in 2008, established that the Annual Conference and California School Business Expo will be held in April of each year. In addition, the preferred days of the week for the event were also established. The first choice will be Tuesday through Saturday scheduling. Pre-conference events will be held on Tuesday and the regular conference will begin on Wednesday and end at noon on Saturday. The second choice will be Monday through Friday scheduling. Pre-conference events will be held on Monday with the regular conference to begin on Tuesday and end at noon on Friday. The Third choice will be Friday through Tuesday scheduling. Pre-conference events will be held on Friday with regular conference to begin on Saturday and end at noon on Tuesday. These preferences for days of the week will be scheduled based on value pricing and availability for each of the venues selected.
5. The venues currently recommended for conferences are: San Diego, Anaheim, Sacramento and one additional Northern California location, such as San Francisco, if determined financially feasibility by the CASBO staff. Other venues will be evaluated and recommendations presented to the board of directors in the future years.

## Approved CASBO Annual Conference Schedule and Protocols

### Pre-Conference

*Pre-conference programs are developed in collaboration with Professional Councils, Annual Conference Committee, Professional Standards and Leadership Committee, the Continuing Education and Certification Committee and the CASBO staff. Decisions for these events are based on need, economic viability, and support of the CASBO strategic plan*

|                       |  |
|-----------------------|--|
| 9:00 a.m.-4:15 p.m.   | Pre-conference sessions (includes lunch)<br>AM Workshops 9:00 a.m.-11:45 a.m.<br>Lunch 12 noon-1:00 p.m.<br>PM Workshops 1:15 p.m.-4:15 p.m. |
| 2:30 p.m. – 4:30 p.m. | Board of Directors Meeting   |
| 6:00 p.m.-9:00 p.m.   | President’s Leadership Recognition Dinner  |

### Day 1

General Session

*This event features a keynote speaker*

|                      |  |
|----------------------|--|
| 8:00 a.m.-9:00 a.m.  | Workshops  |
| 9:15 a.m.-10:45 a.m. | First General Session (no meal), Sky Joiner Speaker        |
| 11:00 a.m.-12 noon   | Workshops (including First-Time Attendee Session)          |
| 12:15 p.m.-1:30 p.m. | Professional Council Lunches                               |
| 1:45 p.m.-2:30 p.m.  | Workshops  |
| 3:00 p.m.-4:00 p.m.  | Workshops  |
| 4:15 p.m.-5:15 p.m.  | Workshops  |
| 5:30 p.m.-7:30 p.m.  | Grand Opening Reception in California School Business Expo |
| 8:00 p.m. – midnight | Social Activity  |

### Day 2

|                        |  |
|------------------------|--|
| 8:00 a.m. – 9:00 a.m.  | Workshops  |
| 9:15 a.m. – 10:45 a.m. | Second General Session   |
| 11:00 a.m.-12:00 p.m.  | Workshops  |
| 12:00 p.m. - 1:00 p.m. | CBO Professional Council Lunch (Expo is open 10:00 a.m.- 4:00 p.m. this day; closed for lunch) |
| 1:00 p.m.-2:00 p.m.    | Workshops  |
| 2:15 p.m.-3:15 p.m.    | Workshops  |
| 3:30 p.m.-4:30 p.m.    | Associate Member Workshops   |
| 5:00 p.m.-7:00 p.m.    | Associate-Hosted Hospitality Suites  |
| 7:30 p.m.-1:00 a.m.    | Casino Night and Dancing   |

### Day 3

*Third General Session Luncheon/Lunch on Your Own:*

The lunch hour features an optional meal and speaker at a cost to attendees. Tickets for this event would need to be purchased in advance of the conference in order to effectively manage meal counts. For those who chose not to attend the Third General Session Luncheon, lunch would be on their own. This event may be included in the early bird registration.

|                       |  |
|-----------------------|--|
| 7:45 a.m.-8:45 a.m.   | Workshops  |
| 9:00 a.m.-10:00 a.m.  | Workshops  |
| 10:15 a.m.-11:15 a.m. | Workshops  |
| 11:30 a.m.-12:30 p.m. | Workshops  |
| 12:45 p.m.-2:15 p.m.  | Third General Session Luncheon (requires paid ticket) featuring passing of the gavel <i>OR</i> Lunch on your own |
| 2:30 p.m.-3:30 p.m.   | Workshops  |
| 3:45 p.m.-4:45 p.m.   | Workshops  |

1. President's Leadership Recognition Dinner:
  - a. The President's Leadership Recognition Dinner is held immediately prior to the Annual Conference and is held at the host hotel.
  - b. Funding for the dinner is included in the board of director's governance budget.
  - c. Outside sponsors for this event are coordinated by CASBO Staff.
  - d. A CASBO member or staff member may be used as the master of ceremonies.
  - e. The Manual of Procedures contains specific information on this event and includes who is invited and the number of guests allowed for the president, officers and award recipients.
  - f. A dance following the dinner is not a regular component of the conference program. However, if sponsors can be found to underwrite the event, the board of directors may approve to hold a dance following the President's Leadership Recognition dinner.
2. Professional Council Lunches:
  - a. This schedule maintains two days for the professional councils to hold their lunches. CASBO staff works with the professional councils to establish dates and programs.
3. Workshops:
  - a. The schedule includes 12 workshop opportunities for each professional council.
4. Biz Table Talks: CASBO's new conference offering, are open-forum discussions designed for a small group of participants. Table Talk presenters, who also act as discussion facilitators, make a 10 to 15 minute informational presentation regarding an education program or practice to a group of up to 10 people. The subject is the opened for discussion.
5. Networking Events:
  - a. To accommodate budget concerns, a DJ or electronic Juke Box will be used for networking event rather than a live band. If sponsorships are available for a live band, one may be used.
  - b. Networking events will continue as sponsored events. Sponsorships continue to be coordinated by staff with the active support of the Conference Volunteer Task Force, Associate Member Committee and the board of directors. Sponsorships required to be guaranteed in

writing prior to the scheduling or advertising of sponsored events.

These sponsorships follow CASBO guidelines and processes.

6. The Conference Volunteer Task Force:
  - a. The president-elect and his or her appointed Conference Volunteer Task Force chair will collaborate with senior staff prior to the current annual conference to discuss plans and logistics, brainstorm selection of task force members, and select shirts for the task force. Task force members attending the current annual conference are strongly encouraged to work in the CASBO booth to promote the next conference. Coordination of this activity may take place via electronic communication.
  - b. The task force holds its first formal meeting following the June adoption of the fiscal year budget for the conference year.
7. Conference Sponsorships:
  - a. All sponsorships for the Annual Conference will be made available annually to all associate members. Premier-level members by virtue of their increased financial commitment to CASBO, are given advanced notice and the opportunity to select a sponsorship prior to other associate members. Sponsorships that receive interest from more than one associate would be determined by random drawing.
8. Hotel Reservations:
  - a. CASBO staff works directly with the venues to determine host hotels and to establish the plans and logistics for conference. The number of hotel rooms and food and beverage costs are key factors in contract negotiations with convention centers and service providers.
  - b. CASBO staff works with hotels and venues to develop a system to address the issue of hotel attrition. Hotel attrition means hotel rooms that are guaranteed by CASBO, but not utilized by members or guests. The contracted costs for these rooms pose a future threat to the economic health of CASBO. Methods to address this issue will continue to be refined as industry standards and economic realities evolve.
  - c. CASBO will secure a minimum number of rooms for future events and work to provide alternatives for those unable to stay at the conference hotels in the event of unexpected increased attendance.

- d. CASBO will attempt to utilize a one-night paid hotel reservation requirement to secure a hotel. Cancellations made 30 days or less from the meeting will be penalized with a cancellation fee. This is a standard practice in the meetings and association industries. It protects the association and allows members to receive the discounted negotiated rate. It discourages people from cancellations and rebooking through discount hotel operations, such as Orbitz.
9. Conference Pricing /Registration Fees:
- a. The staff brings forward each year, to the June meeting of the board of directors, a recommendation with the proposed budget with regard to Annual Conference registration fees and event prices. It is highly recommended that the Conference Volunteer Task force chair and members work diligently with staff to minimize expenditures.
- K. Annual Conference Volunteer Task Force Job Descriptions 2014
- 1. Entertainment – Student:
    - a. Honor Guard for Opening Session
    - b. Student Entertainment for Opening General Session
    - c. Student Entertainment for Second General Session
    - d. Band for opening of the California School Business Expo
    - e. Confer with president and chair on preferences
    - f. ID groups, secure participation, request MOU
    - g. Confirm participation two weeks prior to event
    - h. Confirm participation immediately prior to event
    - i. Host groups at events
  - 2. Entertainment – Evening/Social:
    - a. President’s Dinner – mood music
    - b. President’s Dinner MC
    - c. Thursday night social – band/DJ
    - d. Friday night Casino night gala – secure band/casino company
    - e. Confer with president and chair on preferences
    - f. ID group, fees, logistic information
    - g. Give information to Lori Smith to secure contracts
    - h. Confirm participation two weeks prior to event
    - i. Confirm participation immediately prior to event
    - j. Secure volunteers to assist at event

- k. Host events
  - l. Determine how drawing/gifts will be distributed
3. Associate Member Representative:
- a. Secure associate members to work Exhibit registration
  - b. Develop schedule
  - c. Work with Lori Smith on logistics
  - d. Keep AMC committee informed of progress
4. Facilities:
- a. Secure volunteers to assist at conference
  - b. Develop schedule
  - c. Coordinate distribution of signage at convention center/hotels
  - d. Coordinate with AV representative to trouble shoot during meetings
  - e. Distribute evaluations
  - f. Produce materials when needed on site
  - g. Monitor rooms and needs for workshops
  - h. Work with CASBO staff on logistics and needs
5. Promotions/Donations:
- a. Secure prizes for Gala Casino night
  - b. Promote the 2015 Annual Conference and California School Business Expo
  - c. Coordinate prize giveaway at Gala Casino Night
  - d. Work with CASBO staff on logistics and needs
  - e. Coordinate with CASBO staff awards and logistics
6. Registration:
- a. Secure volunteers to work registration
  - b. Develop volunteers schedule
  - c. Assist with registration area set-up
  - d. Manage schedule and volunteers on-site
  - e. Confirm volunteers and provide information before the conference
  - f. Work with CASBO staff on logistics