

Policies & Procedures Manual

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OFFICE OF THE BOARD CHAIR

The Board Chair shall

- 1. Assume office on July 1.
- 2. Provide leadership and oversee the work of the Board and the Executive Council to ensure the completion of the mission of MASCA.
- 3. Execute the Strategic Plan of the association.
- 4. Prepare agendas, in consultation with the Executive Director, and preside over all general meetings, Executive Council meetings and the Annual meeting of MASCA. 5. In conjunction with the Executive Director, determine the dates and sites for all Governing Board and Executive Council meetings.
- 5. Appoint the chair(s) of each committee authorized by the Policy Manual or deemed advisable by the Governing Board and notify the executive director of the names.
- 6. Work with the Executive Director in planning the annual summer Leadership Development Institute (LDI).
- 7. Serve as a member of the Strategic Planning and the Fiscal Oversight Committees.
- 8. Communicate regularly with the membership by writing monthly columns for the Counselor's Notebook newsletter and periodic email communication. 10. Write articles (five) for the ASCA online magazine.
- 9. Represent MASCA at the ASCA Delegate Assembly, Annual Conference, Leadership Development Institute (LDI), and other conferences or meetings, as necessary.
- Attend the MASCA annual conference and represent MASCA at inter-association meetings when requested.
- 11. Represent MASCA at affiliate meetings when possible.
- 12. Periodically review and be familiar with the association's documents including bylaws, policies and procedures, Strategic Plan, minutes, financial reports, and other pertinent information.
- 13. Facilitate the annual (March) review of the Executive Director
- 14. Assume other responsibilities as directed by the Governing Board.

OFFICE OF THE BOARD ASSISTANT CHAIR

The Board Assistant Chair shall

- 1. Assume office on July 1.
- 2. In the absence of the Chair, assume the role of the Chair with all its' authority and responsibility.
- 3. Serve as a member of the Fiscal Oversight Committee and Executive Council.
- 4. Represent MASCA at the ASCA Delegate Assembly, Annual Conference, Leadership Development Institute (LDI), and other conferences or meetings, as necessary.
- 5. Attend all MASCA Governing Board and Executive Council meetings and the MASCA annual conference.
- 6. Write occasional columns for the Counselor's Notebook.
- 7. Mentor new members of the Governing Board.
- 8. Assist the Board Chair in the selection of new committee chairs and liaisons.
- 9. Periodically review and be familiar with the association's documents including bylaws, policies and procedures, Strategic Plan, minutes, financial reports, and other pertinent information.
- 10. Assume other responsibilities as directed by the Board Chair or Governing Board.

BOARD CHAIR AND ASSISTANT BOARD CHAIR ELECTIONS

The Board Chair position for the upcoming year beginning on July 1 will be elected from eligible first- or second-year voting board members at the first board meeting of the calendar year (typically in February). The Board Assistant Chair position will be voted upon at the first board meeting immediately following completion of the annual elections (typically in March/April). All voting board members who will assume office on July 1, except for the already chosen Board Chair, will be eligible for the Assistant Board Chair position.

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BOARD MEMBER RESPONSIBILITIES

The Board Member position is three years. Elected Board members shall:

- 1. Serve as a voting member of the Governing Board.
- 2. Bring concerns of constituents to the attention of the Board with recommendation for action.
- 3. Submit articles to the Counselor's Notebook per the schedule of the CN editor (usually 2 per year).
- 4. Assist the Professional Development and Conference Committees in planning and facilitating programs for MASCA conferences, workshops, and online programming.
- 5. Facilitate sharing session(s) at the MASCA Conference or other professional development activities.
- 6. Participate in the creation and/or review of MASCA's Strategic Plan as well as give input to the annual work plan.
- 7. Work with membership services to generate new membership by proposing incentives or initiatives for new members as well as supporting current membership.
- 8. Assume such other responsibilities as agreed upon by the Board Chair and/or Executive Director.
- 9. Per the adopted By-laws (April 2020), one Voting Board member must serve as Fiscal Oversight Chair and one member, not running for re-election to the Board, must serve as Nominating and Bylaws Chair.
- 10. Attend meetings on a regular basis as well as the annual summer Leadership Development Institute.
- 11. Represent MASCA at a selected share of the affiliate meetings.
- 12. Serve as liaison to assigned committee or focus area.
- 13. Submit budget requests to the Fiscal Oversight Committee when requested.

OFFICE OF THE EXECUTIVE DIRECTOR

The Executive Director serves as the administrative business manager of the Massachusetts School Counselor Association (MASCA). The Executive Director of MASCA is an annually appointed position in accordance with the MASCA By-Laws (Article VI – Appointed Officers and Terms of Office). The Executive Director reports to the Executive Council and functions under the direction of the Governing Board. *The Executive Director does not replace committee chairs but enhances their work*. The Executive Director is a non-voting participant at Executive Council and Governing Board meetings. An annual honorarium shall be paid quarterly in compliance with the MASCA Fiscal Policy. Reimbursements for official expenditures are vouchered in accordance with MASCA by-laws. An annual performance review of the Executive Director will be conducted by the Executive Council in March of each year.

The Executive Director shall be specifically responsible for, but not limited to, the following:

Executive/Governing Board Duties

- 1. Be an ex-officio member of the Governing Board and all committees, and attend all meetings as needed.
- 2. Represent MASCA as assigned by the Board Chair and Governing Board.
- 3. Be given direction by the MASCA Board Chair with authorization by the Governing Board.
- 4. Ensure that Robert's Rules of Order are followed.

Office Duties

- 1. Be responsible for MASCA mailings and correspondence.
- 2. Respond to requests for services from MASCA members and others.
- 3. Maintain the MASCA Headquarters office.
- 4. Shall correspond when necessary to all members of the Executive Council and/or Governing Board.
- 5. Maintain a record of activities and hours worked, with a report made at Governing Board meetings.
- 6. Prepare a budget for the Executive Director position and the office.
- 7. Maintain a record of expenses, process all vouchers, and submit on a regular basis.
- 8. Remain current in technology skills/equipment necessary to operate the office.
- 9. Maintain a personal/professional e-mail/Internet account that allows for ongoing MASCA communication and shall respond to emails in a timely manner (2 business days).
- 10. Oversee Performance Monitoring Reports. Facilitates this process to make sure that this task is completed.
- 11. Develop a Master Calendar of events and a Publications Timeline for the MASCA office, update them annually, and present them to the Board Chair and Assistant Chair for approval, prior to the beginning of each fiscal year.

Conference/Meeting Duties

- 1. Coordinate facilities and meals for Program and Governing Board meetings.
- 2. Take care of all meeting details (ten cards for meetings, any copies that need to be distributed to Board members, meeting supplies, arranging conference calls, etc.).
- 3. Assist with conferences, including working with conference planner if applicable.
- 4. Assist with Leadership Development Conference, Emerging Leaders Program, and all other workshops, as needed.
- 5. Sign all contracts relating to venues, speakers, sub-contractors.,
- 6. Send thank you cards/gifts when appropriate.

Financial Duties

- 1. Oversee the professional accounting services and ensure that the appropriate forms are filed with the IRS and the State of Massachusetts.
- 2. Appoint, with the approval of the Governing Board, an accountant.
- 3. Send out requests for budget, in partnership with Fiscal Oversight Chair, in March of each year.
- 4. Prepare, in conjunction with the Fiscal Oversight Committee, the annual budget and ensure it is voted upon before the new fiscal year begins.

Membership Duties

- 1. Coordinate memberships with various organizations and maintain accurate records.
- 2. Respond to inquiries regarding membership procedures.
- 3. Keep a copy of the computer database of membership files.
- 4. Enlist the cooperation of Governing Board members in helping with membership promotion.
- 5. Encourage sustaining memberships and enhance relationships between MASCA and various organizations and agencies.

Printing/Publications Duties

- 1. Be responsible for the printing of the organization's publications and documents.
- 2. Promote and manage advertising and exhibiting opportunities by coordinating mailings, correspondence, billings, and maintaining records.

Other Duties

- Maintain and store historical records including electronic copies of meeting minutes, bylaws, policy governance manuals, ends statements, etc. These should be kept in such a way that the Governing Board will have easy access to these documents, i.e., Google drive, MASCA website, etc.
- 2. Write articles for the *Counselors Notebook* based on the schedule provided by the Counselor's Notebook editor.
- 3. Prepare and publish a directory of officers, Board members, committee chairs and affiliate representation.
- 4. Check the MASCA website regularly for errors, omissions and outdated material and notify the webmaster accordingly.
- 5. Perform other duties as assigned by the Board Chair and/or Governing Board.

OFFICE OF THE SECRETARY

The MASCA Secretary is an annually appointed position in accordance with the MASCA By-Laws (Article VI – Appointed Officers and Terms of Office). The Secretary is a non-voting member of the Governing Board. An annual honorarium shall be determined and paid quarterly in compliance with the MASCA Fiscal Policy. Reimbursements for official expenditures are vouchered in accordance with MASCA by-laws.

The duties of the Secretary are to:

- 1. Send out all necessary notices and correspondence as directed by the Executive Council, Committee Chairs or Executive Director.
- 2. Attend all meetings of the MASCA Membership, Executive Council or Governing Board and record the minutes of all meetings and to distribute those minutes to appropriate parties.
- 3. Remain current in technology skills/equipment necessary to operate the office.
- 4. Regularly access a personal/professional email account that allows for ongoing MASCA communication.
- 5. Prepare the following for each meeting:
 - a. Copy of previous meeting minutes
 - b. Blank motion forms
 - c. Updated attendance record
- 6. Assist the Executive Director in the archiving of the official minutes at the end of each fiscal year.
- 7. Submit budget requests to the Fiscal Oversight Committee when requested.
- 8. Prepare articles for the *Counselor's Notebook* when appropriate.
- 9. Attend the annual summer Leadership Development Institute.
- 10. Assist in the orientation of new Board members.
- 11. Assume such other responsibilities as directed by the Board Chair and/or Executive Director.

OFFICE OF THE COORDINATOR OF MEMBERSHIP

The MASCA Coordinator of Membership is an annually appointed position in accordance with the MASCA By-Laws (Article VI – Appointed Officers and Terms of Office). The Coordinator of Membership is a non-voting member of the Governing Board. An annual honorarium shall be paid quarterly in compliance with the MASCA Fiscal Policy. Reimbursements for official expenditures are vouchered in accordance with MASCA by-laws.

The duties of the Coordinator of Membership shall be to:

- 1. Maintain the membership database of the organization, including the assignment of membership numbers.
- 2. Send renewal notices to individuals when membership is to be renewed (utilizing the most up-to-date technology available).
- 3. Provide database information upon request.
- 4. Submit electronic membership file to the printer for the mailing of the *Counselor's Notebook*.
- 5. Remain current in technology skills/equipment necessary to operate the office.
- 6. Regularly access a personal/professional email account that allows for ongoing MASCA communication.
- 7. Participate in the meetings of the Member Services Committee. 9. Coordinate the timely deposit of application/renewal fees.
- 8. Investigate the credentials of membership candidates when necessary to and ensure only qualified candidates become members.
- 9. Prepare membership report for each Governing Board meeting.
- 10. Submit budget requests to the Fiscal Oversight Committee when requested.
- 11. Attend meetings of the Governing Board or other related Committees when requested by the committee chair, Board Chair or Executive Director.
- 12. Assume such other responsibilities as directed by the Board Chair and/or Executive Director.

OFFICE OF THE COUNSELOR'S NOTEBOOK EDITOR

The MASCA Counselor's Notebook Editor is an annually appointed position in accordance with the MASCA By-Laws (Article VI – Appointed Officers and Terms of Office). The Counselor's Notebook Editor is a non-voting member of the Governing Board. An honorarium shall be paid quarterly in compliance with the MASCA Fiscal Policy. In addition, the Editor will receive an agreed upon commission on all the advertising revenue generated from the Notebook. Reimbursements for official expenditures are vouchered in accordance with MASCA by-laws.

The duties of the Counselor's Notebook Editor shall be to:

- 1. Coordinate the production of the Counselor's Notebook.
- 2. Solicit and secure advertisements from appropriate sources (colleges and other counseling related vendors) for the Counselor's Notebook and turn over any ad revenue to the Executive Director.
- 3. Solicit and secure articles from the officers, committee chairs and other members of the Governing Board.
- 4. Remain current in technology skills/equipment necessary to operate the office.
- 5. Regularly access a personal/professional email account that allows for ongoing MASCA communication.
- 6. Provide an annual report to the Governing Board as to the advertisement revenue and expenses generated by the Counselor's Notebook.
- 7. Annually generate new ideas and suggestions for improvement and enhancement of the Counselor's Notebook.
- 8. Submit budget requests to the Fiscal Oversight Committee when requested.
- 9. Attend meetings of the Governing Board and other related Committees when appropriate.
- 10. Assume such other responsibilities as directed by the Board Chair and/or Executive Director.

OFFICE OF THE COORDINATOR OF PROFESSIONAL DEVELOPMENT

The MASCA Professional Development Coordinator is an annually appointed position in accordance with the MASCA By-Laws (Article VI – Appointed Officers and Terms of Office). The Coordinator is a non-voting member of the Governing Board. An honorarium shall be paid quarterly in compliance with the MASCA Fiscal Policy. Reimbursements for official expenditures are vouchered in accordance with MASCA by laws.

The duties of the Coordinator of Professional Development shall be to:

- 1. Assist with the organization of workshops, ongoing face-to-face and online professional development opportunities and annual Leadership Development Institute as recommended by MASCA committees, the Governing Board and Executive Council.
- 2. Assist or act as program chair for MASCA conferences and workshops.
- 3. Design or designate development of certificates of attendance, PDP Certificates and evidence of learning forms for each MASCA professional development event.
- 4. Promote and maintain a MASCA PDP Policy that is in full compliance with MA Department of Elementary and Secondary Education (DESE) guidelines.
- 5. Keep MASCA's status as a PDP provider with DESE current.
- 6. Maintain or designate overseer of MASCA PD archives including: attendance records for all MASCA PD events.
- 7. an active list of recipients of MASCA PDP certificates issued along with copies of required submitted materials and attendance verification to document completion of PDP requirements (for 5 years from date of event)
 - records of people who registered/paid for PDP's, but have not completed PDP requirements (for 5 years from date of event)
- 8. PD coordinator or designee, financial record-keeping responsibilities for each event include
 - Purchase Order billing as needed. (including charge of \$10 for PO processing fee)
 - Maintaining record of payments
 - Pursue delinquent PD payments
 - Timely deposits of payment checks with deposit slip recording details of the deposit.
 - Mail deposit summary and deposit receipt from the bank to MASCA Exec. Director.
- 9. As directed by GB policy, consistently charge \$25/person for MASCA PDP's unless a fee exemption or incentive is approved by MASCA Executive Director.
- 10. Maintain data on PDP programs and submit to Executive Council and Governing Board as requested.
- 11. Submit budget requests to the Fiscal Oversight Committee when requested.
- 12. Submit Professional Development Information to the Counselor's Notebook as needed.
- 13. Assume such other responsibilities as directed by the Board Chair and/or Executive Director.

OFFICE OF THE TECHNOLOGY COORDINATOR/WEBMASTER

The MASCA Technology Coordinator is an annually appointed position in accordance with the MASCA By-Laws (Article VI – Appointed Officers and Terms of Office). The Technology Coordinator is a non-voting member of the Governing Board. An annual honorarium shall be paid quarterly in compliance with the MASCA Fiscal Policy. Reimbursements for official expenditures are vouchered in accordance with MASCA by-laws.

MASCA's Technology Coordinator/Webmaster is responsible for maintaining all aspects of MASCA's website (www.masca.org). Website maintenance will be done through web development software and conference/membership/content management software. This position requires a close working relationship with the Technology Committee and Executive Director to ensure that information sent or made available to membership is accurate.

The ability to work both independently and effectively with others is a necessary qualification, as are good communication and writing skills. The technology coordinator is guided by policies and directives issued by the Executive Director and Technology Committee but exercises considerable independent judgment in accomplishing the work and is responsible for achieving desired results.

Job Responsibilities:

- 1. MASCA's web designer will:
- 2. Regularly update content on MASCA.org
 - a. Upload new content in a reasonable timeframe, and ensure the content is within web guidelines for size, format, etc.
 - b. Remove out-of-date content in a reasonable timeframe.
 - c. Verify that links from the site are live and link to where they claim. d. Enforce the house style: check content for consistency.
- 3. Monitor the error logs and report potential problems.
- 4. Ensure MASCA.org is compatible with applicable web standards for multiple browser and accessibility to users with disabilities.
- 5. Assume editorial responsibility for the content, and quality and style of the site, in collaboration with the area authors on the team.
- 6. Collaborate with Executive Director and Technology Committee with creative ideas for the website.

Other:

- 1. Will work with the Technology Committee to submit budget requests to the Fiscal Oversight Committee when requested.
- 2. Will assume such other responsibilities as directed by the Board Chair and/or Executive Director.

OFFICE OF THE CONFERENCE CHAIR

The MASCA Conference Chair is appointed by the Board Chair (Article X – Committees). An honorarium shall be paid upon completion of the conference in compliance with the MASCA Fiscal Policy.

The duties of the Conference Chair shall be to:

- 1. Organize and run all conference committee meetings.
- 2. Approve all conference expenses and monitor conference income and expenses.
- 3. Sign all conference expense vouchers.
- 4. Partner with Executive Director, MASCA Board Chair and conference management company to identify conference sites and dates with the goal to have test free conference dates and rotate conferences around the state. Sites should be contracted and confirmed three years in advance due to minimal site availability if possible.
- 5. Work with the Conference Management Company to establish the request for proposals and oversee the selection of conference sessions and notification of those selected.
- 6. Establish email report deadlines and report forms.
- 7. Monitor progress of all subcommittees.
- 8. Recruit necessary committee members.
- 9. Purchase appreciation gifts for Conference Committee meeting site host (if appropriate).
- 10. Oversee the Hospitality Suite (if applicable) and plan a conference committee appreciation event.
- 11. Select the menu for food events in consultation with conference hospitality chair.
- 12. Design flyers announcing future conference events for the Counselor's Notebook, for conference packets, website, etc. after consulting with the current Board Chair, and/or Executive Director.
- 13. Remain current in technology skills/equipment necessary to operate the office.
- 14. Regularly access a personal/professional email account that allows for pertinent MASCA communication.
- 15. Attend meetings of the Governing Board or other related committees when requested by the MASCA Board Chair or MASCA Executive Director.
- 16. Assume such other responsibilities as directed by the Board Chair and/or Executive Director.

OFFICE OF THE GOVERNMENT RELATIONS & ADVOCACY CHAIR

The MASCA Government Relations & Advocacy (GRAC) Chair is appointed by the Board Chair (Article X – Committees). An honorarium shall be paid upon completion of the conference in compliance with the MASCA Fiscal Policy.

The duties of the GRAC Chair shall be to:

- 1. Organize and run all GRAC committee meetings.
- 2. Recruit necessary committee members and maintain an active committee member roster.
- Work with the Executive Director to develop and strengthen liaisons with other professional organizations that would enhance the School Counselor's role and benefit to the membership of MASCA.
- 4. Maintain a file of the year's activities to be passed on to subsequent GRAC chair.
- 5. Educate and keep members informed about legislation and policies impacting the profession.
- 6. Conduct workshops about the need for advocacy for the school counseling profession.
- 7. Meet regularly with the MASCA Lobbyist (if applicable) to stay abreast of legislative issues concerning the profession.
- 8. Collaborate with the Executive Council and meet annually to review the lobbyist contract (if applicable).
- 9. Provide timely legislative updates to MASCA Board and constituency.
- 10. Critique state and federal legislative bills and provide necessary support for legislation and testimony when requested to advocate for the profession. And then communicate such positions taken by the Board to the membership.
- 11. Develop and implement governmental events and legislative activities for MASCA members.
- 12. Coordinate the annual Day at the Hill event in collaboration with other MASCA partners.
- 13. Attend MASCA Governing Board meetings and the annual MASCA Leadership Development Institute.
- 14. Assume such other responsibilities as directed by the Board Chair and/or Executive Director.

ROLE OF THE EXECUTIVE COUNCIL

- 1. The Executive Council shall consist of the Board Chair and Board Assistant Chair.
- 2. The Executive Director and Secretary will be ex-officio members of the Executive Council.
- 3. The Council shall meet in between the meetings of the Governing Board but shall limit their adoption of policies or decisions to topics set forth in the by-laws and financial policies.
- 4. Executive Council meeting dates are determined by the Board Chair.
- 5. Only elected officers are entitled to present motions and vote. In the event of a tie, the motion fails.
- 6. Agendas for Executive Council meetings will be developed by the Executive Director with input from Executive Council members.
- 7. Minutes of the Executive Council will be taken by the secretary and maintained by the Executive Director
- 8. The members of the Executive Council shall make every effort to visit with each of the fifteen affiliates of MASCA annually as well as visit each of the school counseling preparation programs in the state as a means to reach out to potential members and deliver valuable information regarding the organization. Each will be assigned several affiliates and school counselor preparation programs to meet this goal.
- 9. Meetings will be run following the most recent version of Robert's Rules of Order, Newly Revised, (by Henry Martin Robert), as specified in the Bylaws.
- 10. The Executive Council will conduct an annual performance review of the Executive Director.

ROLE OF THE GOVERNING BOARD

Voting members of the Governing Board shall consist of the Board Chair, Board Assistant Chair and additional seven Board members. Non-voting members of the Governing Board include appointed positions, committee chairs, liaisons and emerging Leaders. Affiliate presidents are encouraged to attend the Governing Board meetings but shall not have a vote.

Duties of the Governing Board shall be to:

- 1. Act in a policy-making capacity for the organization.
- 2. Meet at least three times per year or at the call of the Board Chair with approval of the Executive Council.
- 3. Vote on all actions put forth by the Executive Council, Board Chair and/or other voting member.
- 4. Approve the strategic plan and work plan of the organization.
- 5. Approve the annual budget of the organization.

Meetings will be run following the most recent version of Robert's Rules of Order, Newly Revised, (by Henry Martin Robert), as specified in the Bylaws.

Ground Rules for Meetings

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

Board Dispute Resolution Process

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

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

A board member or Executive Director who perceives a problem or concern shall discuss it privately with the individual(s) involved. When the board member is approached with a problem regarding another board member, s/he should redirect the conflict to the person involved. If a private discussion does not yield satisfactory results, an attempt shall be made to secure a mutually agreed upon board member(s) to serve as mediator(s). If the issue is not resolved through mediation, the matter shall be brought before the whole board, and shall not be discussed by others. If an issue is brought to the board, the disputants shall provide a written explanation that addresses:

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

The board shall:

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

Board Members' Code of Conduct

As a leader who helps to promote excellence in the profession of school counseling, it is my ethical responsibility to see that the work of my school counseling association board meets the standards and goals that result in significant progress for the profession in Massachusetts. Therefore, it is of the utmost importance the board meeting operates as efficiently and as judiciously as possible as based on Policy Governance methods. To not follow this code is to hinder the collective work to advance the profession of school counseling. As a fully responsible and participating member of the leadership MASCA, I will demonstrate my commitment to the association and the profession by agreeing to the following:

- I will read/re-read the by-laws and policies under which the Board operates.
- I will fulfill the duties and responsibilities of my office.
- I will abide by the ASCA Ethical Standards for School Counselors.
- I will prepare for, attend, and participate in the meetings of the Board and committees to which appointment has been accepted.
- If I have any items to be placed on the upcoming Board Meeting Agenda, I will deliver such items to the one week prior to the meeting.
- If I am a committee chair, I will deliver a committee report to the Executive Director one week prior to the upcoming Board Meeting.
- I will ensure that each matter is dealt with in a fair, equitable, impartial and just manner based on what is best for school counselors, and ultimately, the students served.
- I will accept responsibility and accountability for the decisions made by the Board, regardless of
 personal opinion and I will not, through word or deed, undermine the collective decision of the
 Board. I will speak with one voice for this professional association.
- I will avoid any conflicts of interest with respect to my fiduciary responsibility.
- I will demonstrate mutual respect and support for all Board members.
- I will carefully consider and respect the opinions of other Board members.
- I will not speak or act for the Board without proper authorization.
- I will submit all required reports to the Board in a timely manner.
- I will attend Board meetings regularity, realizing that if I miss two consecutive meetings in a year, I may be asked to reconsider my commitment to my position on the Board.
- I will inform the Board Chair or Executive Director of any conflicts I may have with scheduled Board meetings and will follow-up with other Board members to find out what responsibilities I may need to fulfill to the organization.
- I will act in a professional manner at any time I am representing MASCA or interacting with constituents.

_ Date:

SAMPLE GOVERNING BOARD REPORT FORM



MASCA

X	Governing Board Meeting Committee Report Form
Date: Name of Committee:	

Active Committee Members:

Name	Name	Name	Name
Name	Name	Name	Name

Name of person submitting report:

Activity Updates (taken from Strategic Plan Objectives):

Objective XX: Activity XX:

Additional Updates (not related to the Strategic Plan Objectives):

Action Item/Motion needed:

GOVERNING BOARD GROUND RULES and BASIC TENANTS OF POLICY GOVERNANCE

BOARD CODE OF CONDUCT

- Treat each other with respect, courtesy, fairness, and good faith Focus on the ends
- Stay open to input and new ideas; be willing to change your position Challenge assumptions and preconceived notions; encourage the expression of dissent at meetings
- Listen in order to understand
- Bring any disagreements to the meeting
- Be brief, no war stories; don't repeat
- Focus on what is right, not who is right
- Base decisions on parameters that include relevant data and the goals of the organization
- Respect confidentiality of Board meeting discussions, with exceptions agreed upon by the Board
- Respect confidentiality of Board discussions until resulting decisions are formally adopted by the Board
- Limit discussions of Board business to the Board Room

BOARD MEMBER ROLES

- Speak with one vision one voice
- Ensure we do not lose focus of our mission to support school counselors Give back to MASCA
- Help future generations of school counselors
- Provide direction to the Association & its leadership
- Bring issues from constituents
- Be knowledgeable about MASCA's bylaws, policies and Board decisions and communicate, clarify and support them to the membership
- Support the continuous improvement of the Association
- Be prepared for meetings
- Advocate for the profession and the Association
- Identify and encourage future leaders

PRINCIPLES OF POLICY GOVERNANCE

- Allows the organization to reach for its fullest potential
- Is not revolutionary and does not necessitate radical changes. It is common sense and logical.
- Is not a rigid structure; it is a philosophy that organizations can use to function efficiently by finding the structure that best fits their own needs.
- Policy governance clarifies roles by:
 - o allowing people to do what they do best
 - o allowing people to do only what they can do
 - o eliminating unnecessary activities
 - o eliminating duplication of efforts
 - o holding people responsible for fulfilling their responsibilities
- Gives greater control and ownership to the Board and the membership
- Allows organizations to govern by policy, not personality

• The Board determines what will be accomplished, committees, appointed offices, volunteers and members are empowered to determine how the goal will be met.

MAKING POLICY GOVERNANCE WORK

- Remember to focus on the WHAT, not the HOW
 - o Is it the final goal or is it an objective towards the goal?
 - o Is it measurable?
 - o Is it in MASCA's control?
 - o Is it consistent with the mission/vision?

GOVERNANCE STYLE

The Board shall govern with an emphasis on:

- Outward vision rather than internal preoccupation
- Encouragement of diversity of viewpoints
- Strategic leadership more than administrative detail
- Collective rather than individual decisions
- Future orientation rather than past or present
- Proactive rather than reactive
- Do not tolerate gossip, whining or complaining
- Instead of complaints, think of contribution or a solution
- If you do not like something, be ready to lead in promoting change
- When confronted with a challenge or issue, the bottom line is how you answer the following questions
 - o What purpose does this serve?
 - o What is the intended outcome or goal?
 - o How will this help counselors?
 - o How will this NOT hurt counselors?
 - o Stick with the big picture and delegate the "hows"

EXAMPLE CALENDAR OF EVENTS

The following is a listing of the general duties of the Governing and Executive Council members. The purpose of this calendar is not to replace the other sections of this manual, but to serve as a central clearinghouse of information for MASCA. This will assist in coordinating programs and activities.

		New officers assume positions Delegates attend ASCA national LDI and conference
		September <i>Counselor's Notebook</i> submission deadline Leadership Development Institute TBA Governing Board Meeting
SEPTEMBER	. 20	October Counselor's Notebook submission deadline
		November Counselor's Notebook submission deadline TBA Governing Board Meeting TBA ASCA Mid-year LDI Regional Meeting
NOVEMBER	. 20	December Counselor's Notebook submission deadline
	. 20	MASCA Awards nominations due January <i>Counselor's Notebook</i> submission deadline TBA Governing Board Meeting
JANUARY	. 20	February Counselor's Notebook submission deadline
		First full week National School Counseling Week TBA MASCA Board Nominations Deadline TBA Governing Board Meeting March Counselor's Notebook submission deadline
		April Counselor's Notebook submission deadline TBA Submit annual budget requests
		May <i>Counselor's Notebook</i> submission deadline TBA Spring Conference and Annual Membership Meeting TBA Governing Board Meeting
	1	Graduate Liaison application deadline Emerging Leader application deadline June <i>Counselor's Notebook</i> submission deadline
JUNE		TBA Governing Board meeting

GOVERNING BOARD LIAISONS

The Board Chair shall appoint annually liaisons for the specific positions as outlined below:

- 1. Affiliate Liaison
- 2. Counselor Educator Liaison
- 3. Emerging Leaders Liaison
- 4. Graduate Student Liaisons
- 5. Mass Department of Elementary and Secondary Education Liaison
- 6. Retiree Liaison
- 7. Social Media Liaison

1. The Affiliate Liaison

- a) Is appointed annually by the Board Chair.
- b) Is a direct link between MASCA leadership and the 15 affiliates of MASCA.
- c) Will communicate regularly with the affiliate leaders, sharing important MASCA information and providing the affiliates with any MASCA resources that are available.
- d) Will keep updated information about the contacts within each affiliate and their meeting schedule and ensure that information is updated on the MASCA website.
- e) Ensures that each affiliate receives at least one visit from a MASCA Board Member during each school year to provide updated MASCA membership information and resources.

2. The Counselor Education Liaison

- a) Is appointed annually by the Board Chair.
- b) Is a direct link between MASCA leadership and the 15 approved school counseling preparation programs by DESE.
- c) Will meet regularly with the school counselor graduate education faculty to discuss shared topics of concern relating to school counselor education and graduate students
- d) Communicates regularly with the graduate student liaisons to ensure they have a connection to current graduate student members.
- e) Encourages school counselor educators to participate in MASCA events e.g.: spring conference, poster sessions, professional development, research grants) along with their graduate students.
- f) Maintains the counselor educator listserv.
- g) Attend as MASCA's representative (or send a designee to attend) the Massachusetts and Rhode Island Association for Counselor Education & Supervision (MARIACES) meetings.

3. The Emerging Leaders Liaison

- a) Is appointed annually by the Board Chair.
- b) Coordinate the annual solicitation of Emerging Leaders application by updating the application and sharing it on the MASCA website, newsletter and via email.
- c) Coordinate the collection of applications and share with the selection team, which shall consist of the Chair, Assistant Chair, Executive Director, a member of the IDEA committee, and a former Emerging Leader.
- d) Maintain the selection criteria rubric to be used by the selection team and update as needed.
- e) Communicate with those individuals who were both selected and not selected (if applicable).
- f) Assign Governing Board mentors to assist with the Emerging Leaders' board orientation and support throughout the year.

- g) Assist the Emerging Leaders to identify a board approved project and ensure its completion.
- h) Help the Emerging Leaders register for leadership opportunities throughout the year such as ASCA Mid-Year LDI.

4. The Graduate Student Liaison(s)

Appointed to the Board each year shall be no more than four graduate student members from one of the fifteen approved school counseling preparation programs in the Commonwealth. The solicitation of graduate student liaison applications will be coordinated by the Executive Director and selected in consultation with a selection committee made up of Board members.

The graduate student liaison(s) shall

- a) Represent the interests, goals and needs of counseling graduate students to the Board.
- b) Serve as a liaison to all departments of School Counselor Education programs in the state.
- c) Communicate MASCA programs and services to counseling graduate students.
- d) Submit relevant and timely articles for MASCA publications reflecting the needs, concerns, and interests of graduate students and encourage other graduate student members to also contribute.
- e) Assist the Member Services Committee in recruiting new student members.
- f) Shall provide opportunities for graduate students to participate and network at the annual MASCA conference and other appropriate events during the year.
- g) Shall attend MASCA Governing Board meetings and attend the annual MASCA summer Leadership Development Institute (LDI).
- h) Maintain a file of the year's activities to be passed on to the next year's liaison(s).
- i) Complete committee report forms for each meeting of the Board.

5. The MA DESE Liaison

- a) Is appointed by the MA DESE Commissioner to represent DESE at MASCA meetings and events.
- b) Will be a point of contact for school counselors who have questions or concerns about topics such as licensure, re-certification or DESE sponsored activities. 3. Shall share important updates with members via email, newsletters or the MASCA website when appropriate.
- c) Shall attend MASCA Board meetings and events when appropriate
- d) Shall participate on the ASCA State School Counseling appointed officials' network.

6. The Retiree Liaison

- a) Is appointed annually by the Board Chair.
- b) Regularly communicates with the retiree members of the MASCA membership, sharing important resources and appropriate information.
- c) Encourages retired members to maintain their membership status even after retirement.
- d) Works with other retirees to plan special celebrations (e.g.: Anniversary) and events
- e) Plans appropriate educational and social events that would be of interest to retired members.

7 The Social Media Liaison

- a) Is appointed annually by the Board Chair.
- b) Regularly posts MASCA and school counseling related content for MASCA's social media accounts Facebook, Instagram, and Twitter.
- c) Shall work closely with the Technology Committee, Executive Director and other leaders to ensure that appropriate events and information are posted on MASCA's social media accounts in a timely fashion.
- d) Shall maintain the HootSuite account to facilitate distribution of the social media posts in an efficient manner.

DELEGATES TO THE NATIONAL ASSEMBLY

The Governing Board is empowered to appoint two representative(s) to the ASCA Delegate Assembly as called for by the ASCA Bylaws. Such delegates will include the rising Board Chair and Board Assistant Chair who will assume office on July 1. Any additional/replacement delegates must be approved by the Governing Board. All delegates must be professional members of ASCA.

Additional MASCA members may be sent to the ASCA Leadership Development Institute (LDI) and annual conference pending available funding and approval by the Governing Board.

Delegates should report back to MASCA membership with results of Assembly actions.

Delegates will be reimbursed for travel expenses associated with the annual Delegate Assembly and ASCA conference in compliance with the MASCA fiscal policies.

FISCAL POLICIES

POLICIES RELATED TO INCOME

Income is obtained through:

- Membership dues
- Counselor's Notebook advertising
- Conferences, workshops, or online professional development programs
- Interest on invested financial reserves
- Sponsorships
- Other

PROCEDURES RELATED TO INCOME

- A. Deposits may only be made by one of the following individuals:
 - 1. Conference Chair
 - 2. Membership Coordinator
 - 3. Executive Director
 - 4. Coordinator of Professional Development
- B. A deposit slip must be completed in its entirety and given to one of the individuals listed above to make the deposit.
- C. All deposits must be made within a timely manner but no later than 30 days of receipt of funds.

POLICIES RELATED TO EXPENDITURES

- A. Expenditures must be in relationship to income and must be limited to budget line allocations.
- B. Expenditures must be consistent with the MASCA Strategic Plan. They must conform to priorities established by the Governing Board to ensure maximum benefits to the membership of MASCA. Expenditures include:
- 1. Travel, telephone, postage, mileage, and other expenses related to activities of elected and appointed officers.
- 2. Expenditures related to the preparation, publishing, and distribution of publications (postage is a major item).
- 3. Expenditures related to the work of committees:
 - a. Travel, postage, supplies and mileage for committee chairpersons when attending meetings designated by the leadership, etc.
 - b. Committee members may obtain reimbursement for mileage and other *approved* expenditures.
- 4. Purchases above and beyond the budgeted amount involving rare or infrequent expenditures should be discussed with the Executive Director prior to the acquisition. Approval for expenditures is required as follows:
 - a. Up to \$499 Committee Chair or Executive Director
 - b. \$500 to \$999 Executive Council*
 - c. \$1,000 or over three quotes and vote of Governing Board*

*Approval must be obtained prior to completing a voucher

5. Authorized mileage is reimbursed by MASCA as per the federal IRS reimbursement rate set each January.

PROCEDURES RELATED TO EXPENDITURES

- A. Bills must be submitted to the Executive Director for approval before payment is made.
- B. Committee chairs will submit bills or vouchers to the Executive Director for all expenditures by their committees.
- C. All bills must be submitted, with original receipts, within sixty days of the expense or invoice. Failure to adhere to this procedure may result in forfeiture of reimbursement. If circumstances make it impossible or difficult to meet the June 30th fiscal year deadline, the Executive Director must be so advised so that provision can be made.
- D. Every three years beginning in fiscal year 2006, the Executive Director on behalf of MASCA will contract with a Certified Public Accountant after presenting three quotes for consideration and confirmation of the Executive Council to do a complete audit of its financial records.

MASCA-SPONSORED CONFERENCES/PROFESSIONAL DEVELOPMENT

A. Registration Fee:

- 1. MASCA Board members shall have complimentary registration for the annual conference.
- 2. Members of the Conference Committee will not be required to pay registration fees for the annual conference
- 3. Upon approval of the Executive Director, Board members may have the registration fees waived for other MASCA professional development programs

B. Presenters:

- 1. Presenters will be charged a reduced registration fee to attend the annual conference.
- 2. Presenters are responsible for any and all supplies, materials, services required at conference site, lodging, meals and travel.

C. Compensation

1. If requested, presenters who wish to receive compensation for a professional development revenue generating event (non-conference) can receive 60% of all profits (after expenses). The other 40% is retained by MASCA.

COMPENSATION OF APPOINTED POSITIONS

The compensation of the following appointed officers will be as of August 2020

EXECUTIVE DIRECTOR \$20,000

SECRETARY \$300

COUNSELOR'S NOTEBOOK EDITOR \$3000 (plus a 15% of ad revenue generated)

CONFERENCE CHAIR \$1000

COORDINATOR PROFESSIONAL DEVELOPMENT \$500

TECHNOLOGY COORDINATOR/WEBMASTER \$4800

COORDINATOR OF MEMBERSHIP \$20 per hour rate (not to exceed \$2000 annually)

All appointed positions are made annually by the Executive Council, with approval by the Board as outlined in Section VI of the Bylaws. Payments are made in quarterly installments.

CONSULTANTS

MASCA will have no regular employees. Temporary, part-time employment to meet an emergency need must have the approval of the Governing Board or the Executive Council.

The following guidelines must be met in any request for temporary employment:

- 1. Hours necessary to complete the task
- 2. Contractor status in or outside of the MASCA structure
- 3. Nature of the task
- 4. Level of responsibility
- 5. Specific job description including but not limited to description of telephone duties, clerical duties, written communications and fiscal responsibilities.

Approval must be complete before employment begins.

REIMBURSEMENT POLICY FOR MASCA BUSINESS

It is the policy of MASCA to pay reasonable travel expenses for all who travel on MASCA board or committee business, including transportation and meals. MASCA reimburses only for actual out-of-pocket expenses incurred and requires receipts for these expenditures.

MASCA does have a debit card and can be used to pay for necessary and recurring expenses when appropriate.

Reimbursement will be provided with the following limits:

TRANSPORTATION:

Reimbursement for air travel to and from MASCA approved events will not exceed the least expensive discounted air or rail fare available at the time of the conference. Travel must be from the closest airport directly to the event, excluding any variations and extensions, which must be the responsibility of the delegate.

Although fares may vary, least expensive fares are usually available only on a 21-day or greater advance purchase ticket.

Reimbursement for automobile travel may not exceed the least expensive airfare.

- Mileage will be reimbursed as per the federal IRS reimbursement rate on January 1 of each year.
- Parking (must have receipts)
- Tolls (must have receipts whenever possible)

LODGING:

Reimbursement for hotels will be at one-half the double occupancy rate for conference hotels. Expenses incurred over and above the amount will be the responsibility of the individual. Persons desiring a single room will also be reimbursed at one-half the double occupancy rate. Delegates are advised to contact other attendees for roommate arrangements.

MEALS:

Reimbursement for meals and other miscellaneous expenses will be limited to a maximum of \$50.00 per person, per diem, including gratuities, with receipts. Participation in formal luncheons or ASCA/MASCA or other professional programs where meals are served will be deducted from that amount by the delegate prior to submission for reimbursement.

GROUND TRANSPORTATION:

Reimbursement for transportation to and from airports and rail stations will be limited to the prevailing cost of airport/downtown shuttles.

PARKING:

Reimbursement for parking, with receipts, while on ASCA/MASCA business will be granted.

CONTRACTED PRESENTERS

Individuals who deliver non-conference professional development for MASCA may be eligible to receive monetary compensation. Presenters must be provided with a contract in advance of the presentation that outlines the plan for how such compensation will be delivered. The Coordinator of Professional Development Chair is responsible for identifying presenters and laying the foundation for a contract, with respect to the professional development budget, and the Executive Director is responsible for drafting actual contracts. Should there be a need for additional funds, such funds must be requested for allocation from the Governing Board in keeping with the current policies.

Consideration for compensation of presenters should include whether or not there is a cost of attendance and whether MASCA will profit from the presentation or event. The contract must specify whether the presenter or the association is responsible for expenses associated with the presentation, including, but not limited to, supplies, copies, travel, food, and meeting space.

Meal and transportation reimbursement are intended for association members who are traveling on MASCA business and are not being reimbursed by their institution.

At the conclusion of a trip, an expense form is to be filed with the committee chair, who will then submit it for approval by the Executive Director. Receipts must be included to comply with the minimum reporting standard set by the IRS. Reimbursements for any travel prior to the event will not be made.

Expense forms should indicate the account number and committee name appropriate for that expense.



Deposit Slip

DATE:

Directions:

- 1. The form must be completed whenever a deposit is made.
- 2. This form must be signed by the person making the deposit.
- 3. Submit bank issued deposit slip as well.
- 4. Submit to: PO Box 351, Hampden, MA 01036 or executivedirector@masca.org

Line item	Item(s) explained in detail	Check #	Amount
	Tota	1	0.00

Signature of person making deposit: __

(Date)

MEMBERSH	IP		The same
	# of professional members	\$45	
	# of associate members	\$45	
	# of retired members	\$15	
	# of graduate student members	\$15	
		TOTAL	Ī

CONFEREN	NCE	
	Registrations	
	Exhibitors	
	Sponsorship	
		TOTAL

COUNSELO	R'S NOTEBOOK	
	Advertisements	
		TOTAL

PROFESS	IONAL DEVELOPMENT		
	Workshops		
	MA Model		
	Online programs		
	PDP fees		
		TOTAL	

OTHER			
	Source:		-
		TOTAL	

LINE ITEM	
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	1002 Insurance/Bonding
2000 Executive Director	
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	2002 Supplies
	2003 Other
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	6001 Awards & Publicity
	6002 By-laws & Nominating 6003 Fiscal Oversight
	6004 Government Relations
	6005 IDEA
	6006 Massachusetts Model
	6007 Member Services
	6008 Research & Evaluation
	6009 Strategic Planning
	6010 Technology
	6011 Other
0000 Honoraria	
	7001 Executive Director
	7002 Secretary
	7003 Editor/Notebook 7004 Conference Chair
	7005 GRAC Chair
	7006 Prof Devel Coordinator
	7007 Webmaster
000 Commissions	
	8001 Counselor's Notebook
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	WIASCA			LINE ITEM	
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				2000 Executive Director	2004 7
Directions:	f III. I a second and a second with this converse				2001 Travel
	for all charges must be attached or sent with this voucher				2002 Supplies
	st be signed by the responsible/authorized MASCA member.				2003 Other
	7.5/mile as of 1/1/2020	1026		3000 Appointed Positions	2004 Towns
. Submit to: Ro	bert Bardwell, Executive Director, PO Box 351, Hampden, MA 0	1036			3001 Travel
	(a a:1	Charman		3002 Supplies
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	Approval for expenditures is required as follows:				8001 Counselor's Notebook 9001 Web Hosting 9002 Membership
	Approval for expenditures is required as follows: Up to \$499 - Committee Chair or Executive Director			9000 Contracted Services	8001 Counselor's Notebook
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COMMITTEE ORGANIZATIONAL STRUCTURE AND OPERATION

Committee chairs will be appointed by the Board Chair and shall serve a three-year term. An individual may chair a committee for a maximum of three consecutive terms.

Each committee shall meet on the call of the chair and as often as necessary to complete committee business. Each committee shall meet at least once during the school year and chairs shall regularly communicate with their committee members. Chairs are responsible for organizing and running all committee meetings, recruiting necessary committee members and maintaining an active committee member roster. Chairs should maintain a file of the year's activities to be passed on to subsequent chair upon completion of their term.

The chair of each committee is expected to attend the MASCA Leadership Development Institute (LDI) in the summer as well as each Governing Board meeting. Chairs must submit an electronic report of activities and plans to the Executive Director one week prior to the Board meeting.

Each chair shall keep the Board regularly informed of all committee activities. As a member, ex-officio, of all committees, the Executive Director should be notified of all meetings scheduled. If any committee is not functioning because of the inactivity of the chair, it is strongly recommended that the chair be replaced.

Each chair is encouraged to drop from the committee roster the name of any member who does not attend meetings or who does not participate in any way in committee activities; this action may be taken at the option of the chair. All committee chairs and members must be members of MASCA. Committee chairs should submit committee rosters periodically to the Executive Director to check the membership status.

Chairs shall participate in the creation and/or review of MASCA's Strategic Plan as well as give input to the annual work plan. Each chair is expected to complete tasks assigned to his/her committee.

Each committee chair shall submit budget requests to the Fiscal Oversight Committee when requested.

STANDING COMMITTEES

- 1. Conference
- 2. Ethics
- 3. Fiscal Oversight
- 4. Government Relations & Advocacy
- 5. Inclusion, Diversity, Equity and Access (IDEA)
- 6. Massachusetts Model
- 7. Member Services
- 8. Nominating & Bylaws
- 9. Professional Development
- 10. Professional Recognition
- 11. Publicity
- 12. Research & Evaluation
- 13. Strategic Planning
- 14. Technology

CONFERENCE COMMITTEE

The Conference Committee accepts responsibility to promote excellence in school counseling by providing quality professional development opportunities to meet the needs of MASCA members at the annual conference. The committee, in conjunction with the conference planner if applicable, is responsible for:

- 1. With input from the Board Chair, choosing a conference theme and identifying a keynote speaker.
- 2. Organizing a call for programs and choosing conference program presenters.
- 3. Organizing preconference offerings.
- 4. Marketing and communicating conference information to members and non-members.
- 5. Soliciting exhibitors and sponsors.
- 6. Managing conference registration.
- 7. Developing and printing the conference manual.
- 8. Developing a conference schedule and activities.
- 9. Choosing menus.
- 10. Conducing a conference evaluation.
- 11. To offer an opportunity to earn MASCA PDP certificates following MASCA's PDP protocol, providing Evidence of Learning documents with conference registration materials in partnership with the Coordinator of Professional Development.

ETHICS COMMITTEE

The Ethics Committee accepts responsibility for ensuring that MASCA members have access to high quality information regarding counseling ethics and school law pertaining to counseling. The Committee will provide various opportunities for MASCA members to engage in conversation on the topic of ethics and will foster connections between members in an effort to facilitate a safe and trusting environment for cross-district collaboration that adheres to confidentiality.

The duties and responsibilities of the Ethics Committee are as follows:

- 1. Create meaningful opportunities for MASCA members to have dynamic conversation regarding ethics and school law pertaining to counseling.
- 2. In an effort to help our colleagues best support their students and families, provide supportive guidance to MASCA members regarding specific questions that may arise.
- 3. Proactively disseminate information regarding ethics and school counseling through various avenues, including but not limited to, newsletter articles and written communication in the Counselor's Notebook, presentations at the Annual Conference, and professional development opportunities.
- 4. Keep abreast of the membership's interests, needs, and concerns regarding ethics in an effort to effectively focus the committee's direction and programming.
- 5. Ensure that graduate students and new counselors have access to foundational information on ethics that is vital to success in one's first years of counseling.
- 6. Collaborate with other MASCA committees, as appropriate, to create educational programs and resources for the MASCA membership.
- 7. To request appropriate budget for Committee activities and monitor Committee expenses.

FISCAL OVERSIGHT COMMITTEE

The Fiscal Oversight Committee is the Governing Board's agent for organization of financial affairs. The Fiscal Oversight Committee includes the chair, Executive Director and at least one additional Board member. The chair accepts responsibility to:

- 1. Gather from the officers and chairs, a description of their financial needs in March of each year.
- 2. Meet and organize those needs into the form of an annual budget.
- 3. Present this budget to the Executive Council and Governing Board for approval prior to the last scheduled Governing Board meeting of the year.
- 4. Gather and present to the Governing Board, whenever appropriate, ideas and policy matters concerning the development and maintenance of the organization's financial resources. This may include proposals for both the acquiring and the appropriate use of MASCA funds, as well as for the proper maintenance of records.

All adjustments to budget accounts require the approval of the Fiscal Oversight Committee and Executive Director prior to presentation to the Governing Board for final approval. Once the Fiscal Oversight Committee has presented the budget for approval, the record of income and expenditures is the function of the Executive Director.

The Fiscal Oversight Committee along with the accountant, serves as support for the Executive Director and as the 'watchdog' committee for the organization. The Chair should keep in constant touch with the Executive Director and the Board Chair and offer assistance as needed in maintaining the proper procedures and records in handling the organization's financial affairs. The responsibility for the finances of MASCA belongs to the Executive Director and ultimately with the Governing Board. The responsibility of the Fiscal Oversight Committee is to keep the Executive Director and Governing Board informed.

GOVERNMENT RELATIONS & ADVOCACY COMMITTEE

The Government Relations & Advocacy Committee (GRAC) advocates for school counselors among all facets of the state and national government. The Committee will work closely with legislators and educational leaders, proposing, monitoring and promoting legislation that will impact our work.

The duties and responsibilities of the Government Relations & Advocacy Committee are to:

- 1. Raise membership awareness and keep membership informed about the state and federal legislative process in Massachusetts.
- 2. To develop avenues for dialogue with local policy-making communities and with allied associations having common causes.
- 3. To become acquainted with members of Massachusetts' educational policy making committees and learn how they operate.
- 4. To establish a working relationship with the staff of the Massachusetts legislative Joint Committee on Education.
- 5. Establish a statewide communications network that can monitor, report and take action on state and federal legislation important to MASCA. Secure a list of MASCA members by congressional district, who, when needed, will serve as contacts with Massachusetts' members of Congress.
- 6. To propose, support and monitor legislation that would be of benefit to school counselors and our students.
- 7. Establish clear lines of communication between the ASCA public policy director and the GRAC Chair.
- 8. Organize appropriate advocacy events around the state and/or at the State House to promote school counseling and raise awareness of legislative issues that would benefit the profession.
- 9. Submit session proposal for the spring conference dealing with issues of advocacy and public policy.
- 10. Submit timely articles to the *Counselor's Notebook* updating members about legislative and advocacy matters.

INCLUSION, DIVERSITY, EQUITY & ACCESS (IDEA) COMMITTEE

The IDEA Committee strives to reflect the diversity of our society and the wider organization (e.g., school counselors from a wide variety of types of schools such as rural and urban, as well as members with different racial, ethnicity, gender, and religious backgrounds; and people with different sexual orientations and physical abilities.) The IDEA Committee develops programs that foster and ensure a supportive, accessible environment for counselors and the students we serve, especially those from traditionally underrepresented areas and groups. The Committee strives to be the social conscience of MASCA by promoting awareness, sensitivity, and appreciation of human differences. The Committee works with the Member Services, Annual Conference and Professional Development Committees to achieve its goals.

MISSION STATEMENT:

The IDEA (Inclusion, Diversity, Equity, and Access) Committee provides leadership to ensure that issues of cultural and ethnic diversity remain at the forefront in the thoughts and actions of MASCA members and the greater educational community. Seeking to be the voice of diversity in all its many forms within the MASCA organization, the IDEA Committee works to ensure that people from underrepresented groups have voices that are heard by the larger membership. The IDEA Committee strives to be a catalyst by heightening awareness, consciousness, and sensitivity to the issues of race, culture, ethnicity, socio-economic status, human rights, gender, sexual orientation, age and other differences. The IDEA Committee serves as the communicator, spokesperson and advocate for personal and cultural issues affecting our profession.

Duties of the IDEA Committee are:

- 1. •To help MASCA members experience, understand, appreciate, and value other cultures and underrepresented groups
- 2. •To voice issues/concerns and identify the needs of underrepresented students and how to help them achieve their goals.
- 3. •To educate MASCA members so they can properly address the needs of underrepresented students.
- 4. •To encourage involvement with MASCA, through Committee work and program participation.
- 5. •To sponsor session(s) at the Annual Conference and provide appropriate articles for the Counselor's Notebook.
- 6. •To request appropriate budget for Committee activities and monitor Committee expenses in relation to Committee budget.

MASSACHUSETTS MODEL COMMITTEE

The Massachusetts Model Committee accepts responsibility to build upon the publication of the **Massachusetts Model for Comprehensive School Counseling Programs**. Committee members will create materials, organize educational activities, and outreach efforts that will complement the Model which will aid school counselors in implementing the Model in their school/district

The duties and responsibilities of the Massachusetts Model Committee are to:

- 1. Inform, educate and train Massachusetts school counselors about the implementation of the MA Model.
- 2. Produce additional resources and materials to assist school counselors in implementing the Model.
- 3. Partner with the Coordinator of Professional Development and Conferences Program Committees to provide opportunities to learn how to implement and use the Massachusetts Model.
- 4. Submit articles to the *Counselor's Notebook* updating members about topics related to the implementation of the Massachusetts Model.
- 5. Provide training for MASCA affiliates and the school counseling graduate preparation programs in the state on how to implement the Massachusetts Model.
- 6. Work with the MA DESE to promote awareness and understanding of the value of the document and comprehensive school counseling programs.
- 7. Update the MA Model document when necessary.

MEMBER SERVICES COMMITTEE

The Member Services Committee accepts responsibility for promotion of membership, new and renewal. It seeks programs and ideas that will strengthen the membership base and provides incentive for membership. The Committee will work closely with the Coordinator of Membership and Executive Director to organize activities and outreach efforts.

The duties and responsibilities of the Member Services Committee are to:

- 1. Be responsible for the promotion of association membership, both new and renewal, including an annual review of promotional and information literature. Responsibility to include production of revised or new literature as needed.
- 2. Devise plans for, and actively participate in, the recruiting of new memberships, especially with under-represented populations.
- 3. Supervise maintenance of membership records to accurately show distribution of various membership categories. The Coordinator of Membership shall prepare membership reports as requested by the Board Chair and/or Governing Board.
- 4. Participate with the Coordinator of Membership in the review of membership procedures and forms.
- 5. Make recommendations regarding membership dues and policies to the Governing Board, as necessary.

NOMINATING & BY-LAWS COMMITTEE

The Nominating & Bylaws Committee accepts responsibility for annually reviewing the MASCA Bylaws to ensure that they meet current state and national current practices and expectations. In addition, the Committee is to develop a list of members to fill the ballot for three new Board members annually.

The duties and responsibilities of the Nominating & By-laws Committee are to:

- 1. Complete the nomination of Board members process as described below.
- 2. Annually review the by-laws of the Association to ensure compliance with ASCA requirements and the current practices of MASCA.
- 3. Communicate with MASCA members about both nominating and by-laws issues as needed through the *Counselor's Notebook*, the MASCA website or other pertinent methods.
- 4. Provide ASCA an updated copy of the by-laws of the Association.

RECOMMENDED PROCEDURES FOR ANNUAL ELECTION OF OFFICERS

- 1. The Nominating & By-laws Committee chair is a member of the Governing Board who is not eligible for re-election.
- 2. The chair selects a Nominating Committee, attempting to have representation of a cross section of the state and educational levels.
- 3. A statewide call for nominations should be made at the MASCA Governing Board fall meeting and through the MASCA newsletter and website. Committee members may make additional nominations.
- 4. Candidates shall collect a minimum of 10 signatures from MASCA members and submit nomination forms and a resume prior to the established deadline (typically around February 1).
- 5. If there are multiple board nominations, the Committee shall then meet to determine how many names will be placed on the ballot. An option for "write-in" candidates shall be provided regardless of the number of candidates. Careful attention should be paid to representing the following factors: region, gender, level, private and public and underrepresented members. It is the responsibility of the Executive Director to assure the selected candidates are members of MASCA.
- 6. The chair/and or Executive Director collects personal data from each candidate, including present job, positions held in educational associations and other relevant experiences and works with the Technology Coordinator/Webmaster to prepare the online ballot. This information will be shared with membership via newsletter articles, email communication and the website as appropriate.
- 7. Voting will take place online with at least a one-week window prior to the conference.
- 8. The election must be completed by the end of the conference.
- 9. The chair receives the ballot results and notifies all candidates of the election results.
- 10. If possible, a report of the Nominating Committee must be made by the conclusion of the conference.

PROFESSIONAL DEVELOPMENT COMMITTEE

The Professional Development Committee accepts responsibility to develop, present, and promote professional development workshops and activities. It coordinates with other MASCA committees and the Affiliates to ensure state-wide opportunities for education. In addition, it cultivates membership through such initiatives.

The duties and responsibilities of the Professional Development Committee are to:

- 1. Provide school counselors, graduate students and others associated with our work with opportunities to gain new knowledge or update their skills.
- 2. Collaborate with the other standing committees to provide such professional development opportunities.
- 3. Provide assistance to the MASCA affiliates in planning professional development programs and workshops.
- 4. If requested, assist the program chair of the Conference Committee in planning and selecting the sessions and/or speakers.
- 5. Submit timely articles to the *Counselor's Notebook* updating members about topics related to professional development.
- 6. Explore methods of encouraging professional school counselors in Massachusetts to participate in local, regional, state or national professional development conferences and programs.

PROFESSIONAL RECOGNITION COMMITTEE

The Professional Recognition Committee accepts responsibility to annually coordinate awards sponsored by MASCA which include the Counselor of the Year Leadership, Administrative and Special Awards. The Committee will make the selections that are typically presented at the spring conference.

The duties and responsibilities of the Professional Recognition Committee are to:

- 1. Create/update official nomination form for the various MASCA awards.
- 2. Publicize the call for nominations each November.
- 3. Encourage the affiliates to nominate their award winners for the MASCA awards.
- 4. Submit state winner for ASCA award consideration.
- 5. Order plaques and present awards at the designated MASCA awards presentation(s). If at the annual spring conference, collaborate with the Conference Chair to coordinate the presentation ceremony.
- 6. Work in partnership with the Executive Director and Board Chair to plan the annual School Counselor of the Year presentation at the recipient's school in late January/early February.
- 7. Notify the Publicity Committee of award winners' information to promote and publish recipients' information in appropriate media outlets.

NOTE: MASCA OSCAR winners are determined by previous OSCAR winners.

PUBLICITY COMMITTEE

The Publicity Committee accepts responsibility to highlight the many activities of MASCA and school counselors in the state through press releases, proclamations and public service announcements. This would include, but not be limited to, publicizing awards, accomplishments of members and officers, programs and activities of the organization.

The duties and responsibilities of the Publicity Committee are to:

- 1. Assist the Executive Director and Professional Recognition Committee Chair in providing the print, television, and social media information (when appropriate) about each MASCA award winner.
- 2. In collaboration with the appropriate committee chair(s), provide appropriate information (i.e.: award winners, scholarship recipients, grant recipients) for publication in the *Counselor's Notebook*.
- 3. Coordinate the MASCA National School Counseling Week activities.
- 4. Secure media coverage for conferences or other appropriate MASCA sponsored events.
- 5. Maintain a database of media organizations in the state to submit press releases when important issues regarding school counseling are newsworthy (i.e.: National School Counseling Week, MASCA Conference, MASCA Award winners).
- 6. Work with the affiliates to help publicize meetings and important issues at the local or regional level by regularly securing photos and meeting information from each affiliate for inclusion in the *Counselors Notebook* and posting on the MASCA web site.

RESEARCH & EVALUATION COMMITTEE

The Research Committee accepts responsibility to focus on current research in the school counseling field to ensure that MASCA members are kept up to date

with the latest trends and issues. Members will help to promote research in our state as well as focus on educating others. The Committee will work closely with established research organizations such as the National Center for School Counseling Outcome Research, ASCA, ACES and other state school counseling organizations.

The duties and responsibilities of the Research Committee are to:

- 1. Provide relevant development and training opportunities for professional school counselors in Massachusetts pertaining to research.
- 2. Work in collaboration with established research organizations such as the National Center for School Counseling Outcome Research, ASCA, ACES and other state school counseling organizations.
- 3. Create and oversee grants for MASCA members to conduct research relevant to school counseling.
- 4. Assist in the publication of school counseling research.
- 5. Submit session proposal for the conference dealing with research related topics.
- 6. Submit timely articles to the *Counselor's Notebook* updating members about topics related to current research findings, trends and issues.
- 7. Be members and consultants for MASCA Conference Evaluation Committee to assist developing relevant program and conference evaluation questions and collaborate on data analysis and reports.

STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee accepts responsibility for looking at the long-term goals of the organization, looking beyond immediate concerns and proposing actions that will strengthen the Association and provide additional services to its members.

The duties and responsibilities of the Strategic Planning Committee are to:

1. Meet on an annual basis to review the Strategic and Work Plans of the organization and make recommendations to the Governing Board for necessary changes or additions.

TECHNOLOGY COMMITTEE

The Technology Committee accepts responsibility for keeping MASCA on the cutting edge of technology and ensuring that the organization and its members are using technology to its fullest. This will be accomplished through programming opportunities, awareness activities and information dissemination. Members will also promote the proper ethical use of technology in the profession.

The duties and responsibilities of the Technology Committee are to:

- 1. Support MASCA in providing state of the art technology services, including but not limited to the MASCA website, electronic communications with members, webinars and school counseling computer software applications.
- 2. Work closely with the Governing Board to ensure that the appropriate technology is being utilized by the organization.
- 3. Provide relevant professional development opportunities for professional school counselors dealing with technology.
- 4. Submit session proposal for the spring conference dealing with issues of technology and applying it in our everyday routines.
- 5. Submit articles to the Counselor's Notebook updating members about topics related to technology.
- 6. Will work closely with the Executive Director in overseeing the MASCA website and technology needs.