Many thanks to these dedicated affiliate leaders who worked to revise, update and improve the 2022 edition of the ASCD Affiliate Leader Handbook:

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<td>Leigh Alley</td>
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affiliate leaders handbook

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Find additional ASCD affiliate supports and services at https://www.ascd.org/affiliates/resources.
Dear ASCD Affiliate Leader,

Welcome to the ASCD Affiliate program! We are pleased to have you join us in serving educators worldwide, setting the standard of excellence for learning, teaching and leading among professional education associations. Each ASCD Affiliate plays an important role representing the association in supporting education professionals who serve students and their families.

The ASCD Affiliate program is codified in the association’s constitution, policies and protocols. Once an application to form an affiliate is approved by the ASCD board of directors, the newly formed affiliate signs an agreement with ASCD that defines their working relationship with the association. Affiliates in good standing operate within the parameters of the affiliation agreement, working in cooperation with ASCD staff. The office of Member Communities is the affiliate’s point of contact with the association, making connections to staff and supports, offering board development work, consultation on governance matters, and support for its important work.

Each ASCD affiliate is separately incorporated within its state, province or country and is governed by a board of directors. Board roles and responsibilities are prescribed in the affiliate constitution and bylaws which detail how it selects leadership, conducts elections, makes decisions and carries out its duties.

There are many opportunities and initiatives you may wish to consider pursuing as an affiliate leader, especially as we continue to manage the impact of the COVID-19 disruption. Consider options by asking, “What aspect of the affiliate’s thinking and direction can engage current and prospective members?” Then ask, “Does the affiliate currently have the capacity to successfully take on this new initiative?” If the answer is no, then the follow-up question is, “What do we have to do to build the capacity needed to be prepared for such opportunities in the future?” The answers will frame the work ahead.

Each affiliate benefits from its association with the ASCD brand, and ASCD benefits from each affiliate serving as its eyes, ears, hands and heart on the ground where educators live and work. Serving as a convener for education practitioners, affiliate relationships are the key to success. Collaborate with likeminded education agencies and associations within the affiliate’s region, with other affiliates, and with ASCD itself to add value and additional capacity. Investments in infrastructure also increase reach and impact through the use of digital communications, data management systems, and virtual platforms for the delivery of quality professional learning. It is an exciting time to lead in education!

This handbook serves as a quick reference guide to leading today’s ASCD affiliate.
The ASCD Way

For the better part of a century, ASCD has set the industry standard for creating content, convening conferences, and serving as a thought leader. While the times continue to change, ASCD’s commitment to excellence remains a constant to which educators everywhere look for quality content and professional learning. ASCD affiliate leaders are entrusted with this longstanding reputation for excellence, to honor its brand and to uphold it in all ASCD-related interactions. This is the ASCD Way.

ASCD affiliates are asked to establish and maintain a collegial tone in all things. Educators are passionate in their beliefs and practices, and there are contentious issues that we continue to vet as a profession. Regardless of the topic, it is critical to foster a climate of openness and respect for all participants and their ideas. Open, constructive dialogue is always welcome; intolerant comments and attitudes are not. ASCD is known for fostering a rigorous, respectful examination of the issues pertaining to education. ASCD affiliate leaders are charged with cultivating a culture of cooperation and professionalism where everyone can share and be heard.

Many organizations representing educators take strong positions based on the priorities of their members. As a registered nonprofit, ASCD does not issue statements supporting specific political positions or candidates. While the ongoing work of the association supports all things that are in the best interests of educators and the children they serve, ASCD remains always apolitical in the free exchange of ideas. ASCD affiliate leaders are expected to facilitate group discussions and activities in ways that avoid the advancement of partisan, politicized statements. You can learn more about this critical affiliate role in the Influence and Advocacy section of this handbook.

A central organizing principle in the work of the organization is the Whole Child. Launched in 2007, ASCD’s Whole Child Initiative is an effort to change the conversation about education from a focus on narrowly defined academic achievement to one that promotes the long-term development and success of children. Through the initiative, ASCD helps educators, families, community members, and policymakers move from a vision about educating the whole child to sustainable, collaborative action. As the convener of the original Whole Child Commission, and as the champion of the tenets of the Whole Child for more than fifteen years, The Whole Child approach to education integrates all the resources within a community to ensure that each child is healthy, safe, engaged, supported and challenged.

Taking the Whole Child from idea to implementation, ASCD is known for its development of content, networks and professional learning in support of putting the Whole Child into practice. In the same way, while addressing a wide variety of high-interest topics in education, the core components of the Whole Child are often at the core of affiliate initiatives.

In all things, ASCD affiliate leaders elevate the association through their words and actions. Their example sets the tone for the entire community, building an inclusive climate of trust and collegiality.
ASCD Affiliation

The ASCD Affiliate program is established and provided for in the ASCD constitution and bylaws. Section 501.1 of ASCD Board policy stipulates:

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

In order to form an affiliate, ASCD protocol 502 states that the organization:

• Has operated successfully as an ASCD connected community for at least one year.
• Submits a constitution, in English, which is compatible with the ASCD Constitution.
• In its constitution and in practice, has no restriction on membership that requires potential group members to join ASCD or non-ASCD organizations to become a member or enjoy the full privileges afforded by the group.
• Includes “ASCD” in its name and clearly indicates status with ASCD in its printed and electronic material and on its website.
• Demonstrates a successful record of developing a diverse membership base, providing programs and services to the membership, governing effectively the affairs of the group, being financially viable, and supporting efforts aligned with the stated purposes of its constituent groups.
• Submits a business and financial plan that supports viability.
• Accepts a pre-affiliation visit from an ASCD staff member or designated representative.
• Signs an affiliation agreement with ASCD.

When a new affiliate is approved by ASCD, it is provided an official seal of affiliation to display online and in its communications. In return for its affiliation, the affiliate is required to represent and protect the ASCD brand as articulated in the affiliation agreement, branding guidelines and in this handbook. Working together, ASCD and its affiliates contribute to one another’s success.

This handbook details the many benefits and supports available to ASCD affiliates. In addition, the office of Member Communities is available to discuss specific challenges and opportunities, lead visioning and planning work with the affiliate board, offer governance and board development sessions, conduct an affiliate audit upon request, and connect the affiliate to resources and opportunities as appropriate.
Getting Started

New affiliate leaders have access to resources that can help them acclimate to the work. First, of course, is this Affiliate Leader Handbook, which is updated on an ongoing basis to keep it relevant and viable. Please download a copy to keep for future reference.

Through this office, the Affiliate Leaders Handbook, the Affiliate Community resources page, and the entire ASCD community, there are supports in place to help you to succeed. And when you have achievements to celebrate, be sure to share your Big News with ASCD staff and the entire ASCD community.

Here’s to great things ahead!

Walter McKenzie
ASCD Senior Director for Member Communities
wmckenzie@ascd.org
The Affiliate Board President

The board president holds the legal and fiduciary responsibilities for leading the affiliate. Working with the board, the president creates a vision and plan for growing and sustaining the affiliate, building its capacity and creating value that meets the needs of educators in the affiliate’s region.

Leading the board as the governing body of the affiliate, the president presides over board meetings, calls board votes, and hires and evaluates the affiliate executive director. To support these functions, here are some practical steps:

- Meet with the executive director to discuss collaboration and respective responsibilities for the upcoming year. The executive director is responsible for the affiliate’s day-to-day activities and is a great source of pertinent information on affiliate work. Also this is an ideal way to build a positive working relationship and review the executive director’s goals, job description, and contract so that expectations are clear ahead of evaluation time.

- Communicate early and often with the board members. Communication is essential for transparency and influence. Building awareness during time as board president will make gathering support and buy-in for initiatives that much easier. Creating a calendar of events that includes board meeting dates and deadlines effectively communicates the focus and goals of the board president.

- Work with the officers and members of the board to build a team positioned for success. Think about the strengths of each leader and give them roles that maximize those capabilities. Be sure each board member understands the functions of the board and each member’s individual role. Also, develop standing and ad hoc committees which include non-board members as a way to build a leadership pipeline beyond the board.

- Review the affiliate’s constitution and by-laws, policies, and protocols to provide an overview of common responsibilities to all affiliate presidents. Each affiliate may have specific additional expectations that are not outlined in this handbook.

- Become familiar with the affiliate’s ASCD affiliation agreement, its benefits, and responsibilities to the parent organization.

- Review how the affiliate’s records are kept. Determine if there is a need to update these records, and the best way to do so.

- Establish a calendar of meetings and events for the year. The board will benefit from having these dates in their calendar.
Planning and Setting Goals

ASCD bases its success on strong vision and planning. The board president should develop an affiliate plan that lays out a visionary, generative, and measurable path for the organization.

Before considering a plan, know these critical affiliate planning components:

- The affiliate's mission statement
- How the executive director and any other affiliate staff carry out board decisions
- Belief statements that describe the principles of the organization and what it sees as its core values
- A vision that describes where the affiliate would like to be at the end of the plan
- Goals and objectives that express what the affiliate expects to achieve within the time frame of the plan
- Strategies that state specific actions the affiliate plans to take toward realizing its goals and objectives
- An assessment of the affiliate’s status based on the Affiliate Developmental Continuum (ADC).

Typically there are three to four goals in the board president’s plan, targeted to perceived affiliate needs and making use of the board president’s unique leadership strengths and experiences. For each goal, identify the:

- Responsible group – those board members and committee members who will work with the board president to successfully complete each identified goal

- Outcome – the measurable result of each goal’s implementation and how it will benefit the affiliate

- Target date – the specific date of completion for the identified goal

Examples of goals may include:

- Putting in place an affiliate leadership transition plan
- Identifying strategic affiliate partners
- Collaborating with bordering affiliates to conduct a regional professional development event
- Developing a tiered sponsor program to increase affiliate revenue through strategic sponsorships.

Make the goals realistic and attainable as SMART goals, stating specifics on how they are measured, achieved and relevant with a target timeline. Once successfully implemented, the plan will leave a legacy of the board president’s leadership of the affiliate. It will also serve as a starting point for the president-elect’s plan, continuing and sustaining affiliate success.
With the plan fully developed, share it with the board and solicit feedback to firm it up before going into action. The board will be key supporters of the plan and its implementation. Getting their buy-in for the board president’s plan is critical in preparing for a successful term as president.

**Working with the Executive Director**

The ASCD affiliation agreement requires each affiliate to have an executive director to carry out the board’s work and maintain the day-to-day operations of the affiliate. The executive director is the affiliate’s primary contact with ASCD, and is key component in affiliate success. Hiring, supervising, and retaining the right executive director for the affiliate is a key responsibility of the board.

While the affiliate board sets vision and policy for the organization; the executive director is accountable to the board and assists the president and the board in implementing the policies and procedures as well as the ongoing operations. As coordinator for all affiliate initiatives, the executive director oversees all programs, services, product development and membership benefits identified by the board. The executive director serves as an ex-officio non-voting member of the board who reports to the board each month on his or her implementation of board directives.

The board determines if the affiliate executive director works full- or part-time, and compensated or uncompensated. In all cases, ASCD recommends that the affiliate have a letter of agreement or contract with the executive director that includes a job description with specific responsibilities and expectations. Samples are included in the appendix of the Affiliate Leaders Handbook. The affiliate budget provides for any executive director compensation and operational expenses, including a budget for services, supplies, and systems. Support for the executive director’s travel on behalf of the affiliate should also be in the budget and may be included as part of compensation.

The board should review the executive director’s job description and job performance annually. Sample evaluation tools are included in the Affiliate Leader’s Handbook appendix. The affiliate’s bylaws may outline the process for making revisions to the job description and may identify the individuals on the board who are responsible for providing oversight of the executive director. Most often this is the executive committee, but on larger boards it may be a personnel committee.

ASCD Member Communities can share best practices and ask guiding questions if there are concerns about the relationship between the board and the executive director. However, ASCD does not intervene in the relationship between the board and the executive director if personnel issues arise.

**Partnering with ASCD**

Although the executive director is the affiliate’s primary liaison to ASCD, we encourage the board president to connect with ASCD Member Communities for consultation and guidance. We are available to share best practices for hiring and supervising the executive director, discuss effective board work, and connect the board with other affiliate leaders.
When communicating with ASCD, the board president should always include the executive director and any other board members pertinent to an inquiry. It’s an excellent way to promote solid board communication and allow the opportunity for board members to acquire new leadership experience in the process.

Also, affiliate leaders can send announcements and share resources of interest to the entire affiliate community to the office of Member Communities. These sharings are sent out regularly on the email distribution lists for affiliate executive directors and affiliate board presidents. In the same way, if an affiliate seeks to reach out to an entire Member Communities program, such as ASCD Connected Communities, Emerging Leaders, Professional Interest Communities and Student Chapters, it should do so through ASCD’s office of Member Communities.

ASCD is the affiliate’s partner in meeting member and educator needs in the region, and is open to discussing new possibilities with affiliates. Please submit a descriptive proposal for any new work the affiliate wants to undertake in partnership with ASCD, including requirements, budget, timeline and expected outcomes to wmckenzie@ascd.org and it will be reviewed by staff.
The Affiliate Executive Director

An effective executive director is key in the leadership of a successful affiliate. The affiliate board sets vision and policy for the organization, and the executive director serves at the pleasure of the board to assist the president and the board in implementing the policies and procedures of the affiliate and running its everyday operations.

The executive director serves as an ex-officio, non-voting member of the board and is accountable to the board. The executive director should report regularly on the status of the implementation of board directives.

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

The services of the executive director are contracted annually. Compensation is determined by the board and can be full-time or part-time, paid, or volunteer. Operational expenses are provided for the office including a budget for supplies and communications. Support for travel of the executive director on behalf of the affiliate is also provided in the annual budget.

The executive director is required to possess a commitment to the affiliate, administrative experience, information technology skills as needed for the responsibilities of the position, and communication and organization skills.

General duties:

- Serve as Chief Operating Officer and the administrative representative of the affiliate, supporting the decisions of the board of directors.

- Serve as ex-officio, non-voting member at board and executive council meetings.

- Prepare the Affiliate Data Profile annual report for ASCD.

- Attend all board meetings, executive council meetings, conferences, and other association activities as determined by the president.

- Assist the president in scheduling board meetings and preparing agenda.

- Maintain an archive of affiliate records and communications.
• Oversee planning, running and verification of affiliate elections.

• Perform any other functions appropriate to the office of the executive director, which may be assigned by the board or through the president.

Communications:

• Serve as the first point of contact with ASCD on behalf of the affiliate, as well as other professional education agencies and organizations.

• Promote collaboration with other ASCD affiliates and communities.

• Serve as the liaison with state and provincial government education agencies, as well as state-level professional education associations.

• Serve as the official correspondent for the affiliate.

• Prepare and mail any correspondence as directed by the president.

• Oversee all affiliate publications and monitor the affiliate’s online presence, including any websites and social media platforms.

• Recruit and provide training for staff and volunteers who support publications.

• Review the preparation, processing, publishing, and distribution of affiliate publications.

• Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the affiliate, copies of programs of annual conference, and special programs to the affiliate’s permanent file.

Programs:

• Attend the ASCD annual conference and leadership events, as appropriate.

• Align affiliate programs with ASCD programs and initiatives.

• Develop program offerings in collaboration with other ASCD affiliates and communities.

• Coordinate all affiliate programs and services.

• Provide leadership regarding planning for professional development events.
• Make arrangements for professional development events, including contracts with exhibitors, hotels, meeting rooms, and other needs.

• Oversee influence and advocacy initiatives for the affiliate.

Membership:

• Coordinate membership activities with the board and designated committees.

• Oversee membership outreach and recruitment efforts.

• Receive and verify ASCD membership roster for the affiliate’s geographic location.

• Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.

• Make quarterly membership reports to the board.

Finance:

• Assist the president in preparing the affiliate’s proposed annual budget for the board to consider annually.

• Monitor the budget and work with the affiliate’s treasurer in preparing and presenting financial reports.

• Request, receive, and process joint dues funds from ASCD.

• Receive the affiliate’s funds for immediate deposit in the affiliate’s bank account.

• Serve as a second signature on affiliate banking transactions.

• Supervise bookkeeping and oversee the accounting of all receipts and disbursements.

• Oversee the affiliate’s tax report preparation to the IRS and its timely submission.

• Assist in the annual financial audit or audit review, as directed by the board.

The Executive Director Agreement

The boards agreement with the executive director spells out the specific obligations of the affiliate and the executive director to one another. It covers roles, responsibilities and other specifics, including:

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

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

Executive Director Evaluation

The job description is the primary source for evaluating the executive director’s performance. Board policies and any contract with the executive director should outline how, when, and by whom the executive director will be evaluated. In most cases the affiliate board conducts the evaluation. A systematic evaluation system is essential for recognizing the executive director’s accomplishments, identifying performance areas in need of improvement, and communicating the board of directors’ expectations and priorities. Discussion of board expectations and executive director performance areas in need of improvement should be done constructively using concrete examples and measurable goals.

This evaluation is based on the organization’s job description for the executive director position and is the primary tool used for recommending renewal or nonrenewal of contract for the subsequent year. A separate performance evaluation self-assessment is provided as part of the overall evaluation process. Annual evaluation is an iterative process that should be conducted as an ongoing cycle throughout the contract year. The completion of this evaluation instrument should be the final step in documenting this ongoing dialogue between the executive director and the board. Personnel actions, including evaluations, are conducted during closed session.

Here are the board’s responsibilities:

• President: Oversees the integrity of the evaluation process for compliance with board policy. Briefs the board of directors on results of the evaluation when completed. Notifies the executive director of intent to renew or not renew the contract.

• Executive Committee: Solicits input from board of directors; develops a consensus on executive director performance against pre-established job description, executive director performance evaluation self-assessment, and the criteria set forth in this instrument.

• Executive Director: Provides information as requested by the executive committee to evaluate compliance with policies and accomplishment of assigned tasks. Completes a separate performance evaluation self-assessment prior to this annual evaluation by the board. Meets with the president and executive committee to discuss his/her job performance and any specific performance areas in need of improvement.

• Board: Receives and files the completed annual evaluation of the executive director at its December board meeting.
As a sample evaluation timetable, consider accomplishing these tasks prior to the board meeting in each month indicated:

• June: Executive committee reviews, modifies as appropriate, and approves this evaluation instrument.

• July: Executive director provides to the executive committee members a written report on the status of board-directed tasks and directives and compliance with board policies.

• August: Executive director completes performance evaluation self-assessment and submits it to the president.

• September: Executive committee members discuss with the executive director their perceptions of executive director performance against the job description, the completed executive director performance evaluation self-assessment, and the criteria outlined in this evaluation instrument. The president engages committee members in developing a consensus on the executive director’s performance against the evaluation criteria. In areas where there is a consensus that there is a need for performance improvement, the executive committee shall develop clear and explicit statements as to expectations and a method to monitor progress toward meeting performance expectations. The executive director shall participate in the discussion. The president shall record the content of the discussions.

• October: The president shall review with the executive director a draft of the executive committee’s evaluation and shall discuss it with the executive director, who may offer suggestions and clarifications to ensure completeness and accuracy. The executive committee shall review, modify, and approve the president’s draft.

• November: The president notifies the executive director of the board’s intent to renew or not renew the contract effective January 1 of the new calendar year.

• December: The president shall present the evaluation to the board of directors. The evaluation shall be received and filed.

This timetable can be modified to meet the affiliate’s annual year. Sample executive director evaluation instruments are included in the appendix of this document. Annual evaluation of the executive director shall include the opportunity for him/her to include a narrative of accomplishments in each of the above job categories. Any areas of executive director performance in need of improvement must include clear, concrete, concise, measurable steps s/he can take to demonstrate improvement in the coming year.
**Working with the Board President**

The board president holds the legal and fiduciary responsibilities for running the affiliate. Working with the board, the president creates a vision and plan for moving the affiliate forward building capacity and creating new value for current and prospective members.

While the president works with the board, setting the vision and policy for the organization, the executive director assists the president and the board in implementing policies and procedures, as well as ongoing operations. As an ex-officio non-voting member of the board, the affiliate executive director is expected to report to the board each month and annually on the status of the implementation of board directives.

ASCD Member Communities can share best practices and ask guiding questions when there are concerns about the relationship between the executive director and the board. Please be aware that, ultimately, the affiliate board holds the authority to resolve conflicts in the best interests of the affiliate. ASCD does not intervene to resolve disagreements between the affiliate executive director and the affiliate board.

**Partnering with ASCD**

Affiliates are encouraged to connect with the Senior Director for Member Communities for consultation and guidance, as the need arises. He is available to share best practices for effectively running the affiliate, discuss board development and strategic planning, and make connections with other affiliate leaders.

When communicating with ASCD, the executive director should always include the board president and any other board members pertinent to the inquiry. It’s an excellent way to promote solid board communication and allow the opportunity for board members to acquire new leadership experience in the process.

Also, affiliate leaders can send announcements and share resources of interest to the entire affiliate community through the office of Member Communities. These sharings are sent out regularly on the email distribution lists for affiliate executive directors and affiliate board presidents. In the same way, if an affiliate seeks to reach out to an entire Member Communities program, such as ASCD Connected Communities, Emerging Leaders, Professional Interest Communities and Student Chapters, it should do so through ASCD’s office of Member Communities.

ASCD is the affiliate’s partner in meeting member and educator needs in the region, and is open to discussing new possibilities with affiliates. Please submit a descriptive proposal for any new work the affiliate wants to undertake in partnership with ASCD, including requirements, budget, timeline and expected outcomes to wmckenzie@ascd.org
Affiliate Governance

Governance is the foundation upon which successful affiliates are built and sustained. It puts structures and processes in place that foster effective decision making, long-term vision, and smooth succession of leadership. Well-developed governance policies and processes will guarantee a strong, vibrant future for the affiliate. Today’s affiliate must be generative in its vision; looking ahead for opportunities to build capacity and increase its influence and effectiveness in meeting the needs of its membership and prospective members. Affiliate leadership has many roles that are discussed in this section, none of which is more important than the generative role of the affiliate board. It is the key to remaining relevant and vital. For support on board development, BoardSource has excellent materials and services.

Affiliate Relationship with ASCD

ASCD affiliates are closely aligned with the work of the association. Thriving, vibrant affiliates have strong, collaborative relationships with the parent organization. They become informed on ASCD matters and keep ASCD up to date on regional issues and opportunities. The more the affiliate aligns its affiliate work with that of ASCD, the more opportunities it will find to work together.

Affiliates are encouraged to create a culture of cooperation that promotes their members’ professional growth through ASCD’s programs, products and services. This adds value both to affiliate membership and to the organization as a whole. Affiliates should aspire to collaborate on communications and publications with ASCD to accomplish shared views and goals by cross-referencing ASCD publications and communications at events. Affiliates are also asked to actively engage in two-way communication with ASCD’s office of Member Communities to inform the work of both the affiliates and the larger ASCD community.

In this spirit, affiliates are invited to collaborate with ASCD on programs, products, and services to accomplish shared views and goals, systematically updating the community on effective presenters, presentation formats, and best practices. Also, affiliates should work to advance and inform ASCD’s mission and goals at the local, state, provincial, and national levels. For example, ASCD affiliates in the northeast United States leverage a capacity of scale work together to provide regional professional learning opportunities. Likewise, the western United States ASCD affiliates have met at summer retreats to find opportunities to work together to meet the needs of educators. In all of these ways, the affiliate can build a strong working relationship with ASCD.

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

Affiliate Incorporation

Procedures for incorporating an organization differ somewhat depending on an affiliate’s location. Generally, incorporation requires:

- **Organization Charter** - a legal document that allows the affiliate to do business with government approval; may differ significantly between states, provinces and countries.
- **Articles of Incorporation** - includes basic information about the affiliate and is the primary document needed to begin the incorporation process.
- **Incorporators** – affiliate founders who execute the articles of incorporation and apply for government approval.
- **Registered Agent** - the person who receives legal documents on behalf of the affiliate. Any legal documents delivered to the affiliate are addressed to the registered agent.
- **Adoption of Bylaws** - the internal rules of management and conduct for the affiliate board, including organizational structure, rights and duties of members, the group decision-making process, and a board succession plan. These are the rules that govern how the board manages the affiliate.
- **Initial Organizational Meeting** - a meeting held to elect the first board of directors, pass bylaws, and conduct other initial affiliate business.

Incorporation can usually be accomplished in a short period of time, typically from one to three months. Affiliates outside the United States should check with their appropriate government agency on how to register as a nonprofit or non-governmental organization (NGO).

The next step is to set up bank accounts to manage the financial resources of the affiliate. To do this in the United States, the affiliate needs to first obtain an employer identification number (EIN) by filing Form SS-4 with the Internal Revenue Service. This step is also necessary for withholding employee income tax to hire and pay staff.

Obtaining an EIN usually takes no longer than 30 days. There is no filing fee. With the EIN in hand, the affiliate can establish banking accounts. Be sure to have the signatures on file of the two board officers who are required to sign all checks on behalf of the organization when setting up the accounts. If the affiliate is situated outside the United States, please check with the appropriate government agency to determine requirements for opening up an affiliate banking account.

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

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

Small, tax-exempt organizations (i.e. those whose gross receipts are normally $25,000 or less) are not required to file Form 990 (Return of Organization Exempt from Income Tax) or Form 990-EZ (Short Form Return of Organization Exempt from Income Tax). With the enactment of the Pension Protection Act of 2006 (PPA), these small, tax-exempt organizations are now required to electronically file Form 990-N, also known as the e-Postcard, with the IRS annually. The PPA requires the IRS to revoke the tax-exempt status of any organization that fails to meet its annual filing requirement for three consecutive years. Therefore, organizations that do not file the e-Postcard (Form 990-N), or an information return Form 990 or 990-EZ for three consecutive years will have their tax-exempt status revoked as of the filing due date of the third year. Unsure of your affiliate’s status? Search here.

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

ASCD’s United States affiliates can also seek inclusion under ASCD’s tax exemption status instead of seeking exemption status on their own, if the affiliate has not filed directly with the IRS for tax exemption. Please keep in mind that enrolling in the ASCD filing does not cover the affiliate’s state tax obligations; it is also separate from qualifying as a nonprofit organization through the affiliate’s municipal tax requirements.

Affiliate Budgeting

Wise budgeting helps affiliates do the most with their funds. The size of an affiliate’s budget typically corresponds to the size of its membership, and membership is often related to benefits and services that members perceive as providing value through their membership dues.

The budget is a plan for how the organization expects to receive, save and spend revenue. In general, when making a budget, it’s best to underestimate revenue and overestimate expenditures. This approach generally ensures the affiliate will operate within its means.
More specifically, sound financial policy suggests that the affiliate reserve 40% of its income annually to establish a cushion against unexpected expenditures. Maintain the funds in a savings or money market account to earn interest.

In general, an affiliate can expect to receive income from these areas:

- Membership dues
- Events
- Services
- Products
- Interest
- Advertising
- Donations
- Sponsorships

Common expenditures fall under categories like these:
- Membership management
- Printing and mailing publications
- Programs and events
- Professional services
- Governance
- Fees and stipends
- Subscriptions
- Travel
- Printing
- Postage
- Awards
- Supplies
- Other miscellaneous operating expenses

Small affiliates with minimal expenditures and relatively low income can probably keep track of everything in a spreadsheet format. Larger or more active affiliates will require more detailed bookkeeping. Consider outsourcing this service. Larger professional organizations may agree to handle the funds and books of an affiliate, sometimes for a low fee or at no cost.

A number of software programs are available to help track everything electronically. Special programs designed for nonprofits and simplified programs are also available. The biggest advantages to such a program is that the affiliate can easily set up reports to distribute to the board to provide an overview of every aspect of the budget, provide access for affiliate leaders from wherever they are located, and ensure ease of access during times of leadership transition.
**Affiliate Board of Directors**

The affiliate board sets vision and policy for the organization; the executive director serves at the pleasure of the affiliate board to assist the president and the board in implementing the policies and procedures of the affiliate and running its day-to-day operations. The executive director serves as an ex-officio, non-voting member of the board, and reports to the board regularly on the status of the implementation of board directives.

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

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

Examples of conflict of interest may include hiring friends or family members for board positions, compensating public officials in return for favorable consideration of affiliate interests, and acting for personal gain rather than the interest of the affiliate.

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

Consider these specific board functions:

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

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

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

4. Oversight

- Hiring and regularly evaluating the organization’s executive director.
- Self-assessing the board’s performance.
- Working with and supporting the executive director.
- Overseeing strategic planning.
- Approving the annual budget and annual report.
- Approving contracts, grants and sponsorships.
- Conducting program evaluations.
- Maintaining accountability to ensure legal and ethical integrity.

The affiliate executive board generally consists of the president, president-elect or vice-president, past president, secretary, and treasurer. The board may include other officers at its discretion.

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

- **Leadership**: the ability to see the big picture and to help create and, if necessary, reset strategy and policy to help the organization achieve its mission.

- **Stewardship**: the ability to serve and promote the interests and goals of the organization without forgetting the interests of the public and the organization's intended beneficiaries.

- **Experience**: an understanding of organizational governance and how it is carried out in the organization’s structure and in its day-to-day operations.

- **Commitment**: the willingness to take the necessary time and effort to fulfill director responsibilities, including understanding strategic, financial and operational issues facing the organization, asking questions and following up as needed, and staying current on sound governance principles and working to apply them to the organization.

- **Collegiality**: the ability to work well with others and to show respect for the ideas and views of fellow board members and staff; the understanding that boards operate as a body.


**Affiliate Diversity**

Beyond these fundamental characteristics, affiliates typically seek and encourage diversity, including individuals representing a range of ethnic or minority groups, gender, and age, as well as diversity of background, experience, and ideas. As a guiding principle, the board should reflect the diversity of the population it serves. To help make sure the board recruits directors who reflect the diversity of the organization, annually review the strengths and weaknesses of the existing board - including its diversity - so that future recruiting can focus on a cycle of continuous improvement. Diversity, Equity, Inclusion and Belonging (DBEI) is an important component of an affiliate operations. A diverse board is inclusive; no one feels isolated or alone.

Having a good understanding of the criteria for serving as a member of the board, and the specific reasons why the organization has selected a board member, can go a long way in helping determine whether service on a particular board is the right fit for an individual. Having this understanding at the outset can help avoid misunderstandings that result when expectations go unmet.

**Elections**

As online communication becomes more dominant, it makes sense to give members an option to vote online. ASCD conducts annual elections via electronic voting using a special system that handles both electronic material and paper ballots. An affiliate’s ability to hold online elections may be based on the requirements of the jurisdiction in which it is chartered. Some board bylaws provide for the board to vote to elect new directors, as well as members of the executive team. Be sure any changes in the affiliate’s election processes are reflected in its bylaws.

The return of paper ballots is rarely higher than 10 percent of the membership and is frequently much lower, especially when only one candidate is running for election. In some cases, the ease of electronic voting has increased the turnout, but only slightly. One way to improve ballot returns is to include a brief survey on the ballot document asking members about issues that are important to them, giving them more incentive to return the form.

With regard to internal campaigns and elections, please be aware that ASCD policy 309.1 stipulates that candidates for office and their supporters are prohibited from campaigning. This prohibition includes refraining from requesting the vote or support of ASCD members, either in person or in writing; refraining from distributing printed literature announcing or supporting candidacy; refraining from producing publications or displays highlighting positive qualities of candidates, whether or not ASCD candidacy is mentioned; and refraining from engaging in any organized effort to promote or enhance the candidacy of an individual. Profiles can be provided for all candidates, so long as they are presented evenhandedly without any indication of preference.
Committees

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

- **The Executive Committee**—empowered to act between board meetings if necessary, and sometimes with specifically delegated authority to act in particular areas on behalf of the full board. The make-up of executive committees will vary with the organization, but many such committees are made up of the board officers and committee chairs.

- **The Nominating Committee**—typically charged with finding and recommending new candidates for board consideration, but sometimes also charged with recommending officer and committee appointments, establishing criteria for board service, reviewing performance of existing directors, and providing orientation for new directors. Some affiliate nominating committees have taken on the additional role of reviewing and making recommendations on governance issues.

- **The Revenue Committee**—typically oversees the affiliate’s fundraising process.

- **The Finance Committee**—typically assigned to provide detailed review of financial statements and issues, including budget, accounting, tax and investment issues, and (if there is no separate audit committee) audit issues.

- **The Audit Committee**—responsible for overseeing the independent audit process and the financial integrity and finance/accounting controls of the affiliate. The trend is for members of audit committees to be "independent" board members (i.e., with no significant financial or other relationship to the organization), and to have substantial financial expertise (i.e., experience in reading financial statements and at least one member with an understanding of accounting principles and practices). A CPA may be hired to conduct an audit review in place of the audit committee.

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

Regardless of the role of standing or ad hoc committees, their effectiveness can be improved by making sure that each one understands its mandate. An excellent way to achieve this is to create written charters for each committee. Some organizations include these charters in their bylaws. Effective committee staffing by management can also help committees function optimally.
Committees report their activities to the full board so that board members are aware of their work. Depending on the size of the board or the tradition of the organization, reports can be oral or written.

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

**Affiliate Planning**

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

Before it begins planning, it is recommended that the affiliate review the [Affiliate Development Continuum (ADC)](#) to consider its capacity building options. The ADC is a self-evaluation tool that gauges where the affiliate is currently functioning and what goals it may wish to target for affiliate growth and improvement in its plan.

Affiliate plans should include the following components:

- A mission statement for the affiliate
- Belief statements that describe the principles and core values of the organization
- A vision that describes where the affiliate would like to be at the end of the plan
- Goals or objectives that express what the affiliate expects to achieve within a time frame
- Strategies for specific actions in realizing goals and objectives
- Metrics for measuring outcomes

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

**Affiliate Board Meetings**

Affiliate boards should meet regularly, anywhere from monthly to quarterly, including an annual retreat to plan for the coming year. Where regular board meetings usually take one day, the retreat can last two or more. Live meetings can be face-to-face; by phone; or online via videoconference. The board may also choose to meet asynchronously between live meetings using shared folders and documents and interactive technologies that store ongoing discussions. The board should meet face-to-face at least once a year, ideally at the board retreat.
Affiliate Board Meeting Agendas

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

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

The format of a traditional agenda generally follows this order:

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

The board president creates the agenda with assistance from the executive director. It is recommended to align each agenda item with one of the 7 ADP goal areas to ensure that board meetings address each over time. Helpful formatting of agenda items can assist in keeping board meetings on task and on time:

- A description of each agenda item
- Identifying who will present the item
- Describing the action to be taken by the board
- Approximating how much time it will take to complete each item on the agenda
- An agenda item is brought up and briefly discussed
- If there is an action to be taken by the board, someone makes a motion for that action
- Someone else seconds the motion and then the pros and cons are discussed
- Parliamentary procedure can be helpful for larger boards

Certain items require a vote of the board, such as expenditure of funds, appointment or removal of personnel, or matters on which the board requires a specific record. These requirements should be spelled out in the affiliate’s bylaws.

The agenda, along with the minutes, should become an archived record of the board meeting. The agenda must include the date, time, location, and the names of those in attendance.
Affiliate Board Meeting Minutes

Meeting minutes represent more than a record of meeting proceedings. In the past, courts and other agencies have carefully studied the texts of meeting minutes when an organization’s policies or programs were challenged for antitrust, tax, and other issues. Minutes can become necessary legal documents. Furthermore, minutes are useful as guides for staff and volunteers, making it possible to determine precisely what decisions were made of certain matters at previous organization meetings.

Consequently, it is essential that minutes accurately reflect what has occurred at an organization meeting and that they be written so as not to raise questions later about the propriety of what occurred. Meeting minutes can be of significant benefit to organizations if they are written as affirmative legal-compliance documents. If written properly, minutes can be the best evidence of conscientious legal compliance by the organization.

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

• Minutes must indicate the place, date, and time of the meeting; the names of those attending; and whether or not any required quorum was present. The names of those absent may be listed.

• Include a statement indicating that the minutes of the previous meeting were distributed and approved either as written or as changed. Clearly note all changes to the minutes of the previous meeting.

• Prepare minutes by following a standard format—numbered sections and paragraphs coinciding with those of the meeting agenda (this organization will assist with future references).

• Describe each motion, report, or communication made at the meeting, and name the person making it. Note the action taken by the deliberating body in response to each item. The number of votes cast for or against an action should also be reflected in the minutes. The various views expressed regarding each action, but not necessarily reflected in the final action, need not be recited in the minutes.

• Actions of individuals or entities that were made on behalf of all those attending the meeting and that were made since the last meeting (such as actions of an executive committee) should be ratified at the meeting. The ratification should be reflected in the minutes.

• Written contracts—leases, insurance policies, and other formal agreements—may be approved at the meeting and recorded in the minutes.
Whenever appropriate, minutes should include defensive statements about procedures the association has used to ensure legal compliance.

If questions about the propriety of an organization matter are raised at a meeting, the minutes need to reflect the question, state that the matter was submitted for review by legal counsel, give the opinion and recommendations of counsel, and indicate whether the advice was followed.

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

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

Ongoing Affiliate Evaluation

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

Professional Liability Insurance

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

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

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

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

Following are other types of insurance affiliates should consider acquiring:

- **Commercial General Liability** - provides coverage for damage claims of bodily injury or property damage. Most hotels and meeting facilities require general liability coverage as a condition of facility use.

- **Workers’ Compensation** - statutory liability requirement under the Workers’ Compensation Laws in the affiliate’s state. Coverage limits vary by state law. If the affiliate has no employees, this insurance is not necessary.

- **Events Cancellation** - indemnifies the affiliate against financial loss from an event resulting from an extraordinary occurrence.

- **Commercial Crime** - indemnifies the organization for losses of money or other property, real or personal, caused by fraudulent or dishonest acts committed by an employee.
These are not the only types of policies available, and not all of these insurance policies are necessary for every affiliate. Affiliates that do not have employees, for example, will not need workers’ compensation or commercial crime policies. Use care when reviewing policy limits. Paying $300 for event cancellation insurance for an event that is expected to net only $3,000 is probably not a smart investment. Pay particular attention to policy exclusions; the affiliate wouldn’t want to have paid premiums on a policy for years, only to discover that when it is need, the policy doesn’t cover everything intended.

Feel free to contact ASCD Member Communities to further discuss this business consideration.

Conflicts of Interest

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

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

With board and staff policies and practices in place, the affiliate has a solid foundation upon which it can build a legacy of successful service to its membership. Feel free to contact ASCD Member Communities to further discuss this business consideration.

Investments

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

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

- Identify the purpose and goals the organization has for the funds to be invested—for example, to maximize return on temporary cash reserves or to provide funds for a catastrophic occurrence or long-term objective.

- Identify investment strategy—whether an aggressive, conservative, or balanced approach.

- Identify the level of risk the organization is willing to assume—as a general rule, the greater the potential return, the greater the risk.

- Define responsibilities for all involved—board, investment committee (if there is one), staff, and fund manager.

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

The affiliate should also periodically review its investment policy. Markets and purposes change, and new investment vehicles appear all the time. Don’t be shy about modifying investment policies and guidelines when it seems appropriate. Finally, remember to “manage the money as if it were your own.” Each affiliate should contact a licensed financial advisor to help the affiliate make sound investment decisions.

**Records Retention**

Professional individuals, nonprofit organizations, and companies regularly need to shred or otherwise dispose of unnecessary and outdated documents and files. Like their for-profit counterparts, nonprofit organizations need to maintain appropriate records about their operations. For example, financial records, significant contracts, real estate and other major transactions, employment files, and fundraising obligations should be archived according to guidelines established by the organization.
A nonprofit organization should have a written, mandatory document retention and periodic destruction policy. Such a policy also helps limit accidental or innocent destruction. The document retention policy should include guidelines for handling electronic files, which have the same status as paper files in litigation-related cases. The policy should also cover back-up procedures, archiving of documents, and regular check-ups of the reliability of record-keeping systems.

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

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

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

Feel free to contact ASCD Member Communities to further discuss this business consideration.

Audits

There are two kinds of audits discussed in this section: program audits and financial audits.

Governance Audit

At the request of the affiliate, ASCD’s Senior Director of Member Communities may work with its board to conduct an audit of the governance functions of its board. There are eight areas of focus:

- Incorporation as a 501(c)(3)
- Constitution and Bylaws
- Mission and Vision
- Elections
- Committees
- Meetings
- Policy
- Partnerships
As a result of a governance audit, the affiliate will receive concrete feedback on ways in which it functions at each level of the Affiliate Developmental Continuum, with recommendations for next steps.

Financial Audit

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

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

The committee should guarantee internal control mechanisms are in place to ensure the organization is:

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

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

Cash:

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

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

In addition, the affiliate can ask the Senior Director of Member Communities to work with its board to conduct a finance audit to identify established practices and recommendations for continued improvements in the following areas:

• Tax Exempt Status
• Banking
• Budget
• Records
• Reporting
• Retention
• Reserves
• Investments

Program Audit

Finally, the affiliate can ask the Senior Director of Member Communities to work with its board to conduct a program audit covering eight areas of programming for review and consideration:

• Community
• Operations
• Membership
• Communications
• Professional Learning
• Influence
• Strategic Plan
• Metrics

After a review of files and discussion with the board, a summary report is prepared providing an analysis of the affiliate’s current work with recommendations for continued improvement and growth.

It is recommended that affiliates conduct a comprehensive audit of its governance, finances and programs at least every five years through the office of Member Communities, or when an affiliate gets a new executive director or there are financial service changes. Financial audits should be conducted annually through an independent auditor.
Building, Retaining and Engaging Membership

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

It is the affiliates responsibility to recruit new members in its geographic region and keep an accurate database of its members. Affiliates are also asked to promote ASCD membership in addition to affiliate membership. ASCD is committed to supporting affiliates in this membership mission through an online affiliate reporting portal and the joint dues program. When ASCD collects dues on behalf of the affiliate, it serves as a pass-through, sending the collected dues to respective affiliates the month following their collection. Please contact ASCD’s office of Member Communities to learn more.

Membership Categories

ASCD and its affiliates do not have unified dues and membership, and members of ASCD are not necessarily members of the affiliate and vice versa. As a result, affiliates might consider different membership categories. Although a single membership category is easy to administer and understand, different categories of membership may attract educators or special groups by employing a different dues structure and, in some cases, different benefits. Information on current ASCD membership categories can be found on the ASCD website.

The Affiliate Reporting Site allows affiliates access to selected ASCD membership and event information, including:

- Affiliate joint dues members.
- Current ASCD members in the affiliate region.
- ASCD members not participating in joint dues in the affiliate region.
- Registrants for ASCD conferences from the affiliate region.

One contact from each affiliate is granted access to this site using their ASCD username and password. This is typically the board or staff member who runs reports for the organization. All information accessed through the site is intended for internal affiliate work only. The information provided is confidential and should not be shared, sold, or published. Learn more about the joint dues program policies and practices here.
Sharing of ASCD Member Email Addresses with Affiliates

ASCD is pleased to offer access to the email addresses of ASCD members within an affiliate’s region via the Affiliate Reporting Site. Only one leader from each affiliate is allowed access to ASCD email addresses. If the point person for ASCD email addresses needs to be changed, please let the office of Member Communities know as soon as possible.

Per the ASCD-Affiliate Email Sharing agreement, affiliates may download a new listing of ASCD members within the affiliate’s region a maximum of four times a year. This keeps association emailing compliant with the CAN-SPAM Act, a federal law that establishes requirements for commercial messages, gives recipients the right to have you stop emailing them, and spells out tough penalties for violations. Please destroy the listing of ASCD member addresses once it has been used for one email distribution, and download a new list each time a maximum of four times a year. This ensures a current and accurate listing of ASCD members is used each time, to avoid emailing members who have requested not to be contacted. An affiliate must have a signed agreement on file in order to have access to the email addresses of ASCD members in their region.

Please contact the Senior Director of Member Communities as there are questions about the use of ASCD member email addresses.

Affiliate Membership Database

ASCD does not house listings of affiliate memberships. Each affiliate must build and maintain its own local affiliate membership database as a powerful tool in recruiting, maintaining, and analyzing its member rolls. Certainly, an affiliate can start building its database on the data it receives from ASCD affiliate joint dues reports, but keep in mind that not all members come to the affiliate through ASCD. Procedures should be in place to incorporate all affiliate members into one definitive record.

The basic format of a membership data file is important. In addition to basic demographic information, the data file should include database fields that help the affiliate learn more about its members. Information to track includes:

- Unique identification or number for each member
- Type of membership, if multiple levels are offered
- Join date
- Renewal date
- How a member found the affiliate (e.g., conference registration, print pieces, affiliate website)
- Date of payment and amount paid, for managing accounts and creating deposit reports
- Email address
- Cell phone number
- Job role, for tracking diversity and identifying groups of expertise
- Committee or activity participation, for measuring engagement
- History of event registration
By tracking data according to unique characteristics and needs, the affiliate will run more efficiently and be able to respond more quickly and effectively to member needs. The affiliate may not have the time or resources to create and maintain a membership database; consider contracting with another educational or state organization or service provider to maintain this information.

**Building Membership**

The key to building membership is to provide added value in belonging to the affiliate. What can it offer educators in an affiliate’s region that they cannot find anywhere else? The most important characteristics of highly valued member organizations are:

1. **Being a trusted source for information, ideas and resources.**
   Consistently providing access to high quality materials and professional experiences that cannot be found or equaled by other organizations.

2. **Being responsive to member needs and inquiries.**
   Personally welcoming members when they join, reaching out to them regularly in meaningful ways, and responding to their requests quickly.

3. **Being highly visible on the education landscape.**
   Actively participating in social media, asking questions, offering ideas, sharing information and resources, building a loyal following that identifies with the affiliate.

4. **Offering leadership opportunities.**
   Regularly seeking volunteers to serve on committees, assist at affiliate events, participate in discussions and facilitate affiliate interest locally.

5. **Creating ongoing chances to network.**
   Continually engaging membership to connect and collaborate through face-to-face and online interaction around high-interest professional topics.

6. **Providing prestige, professional standing, and opportunities for advancement.**
   Regionally developing a standard for excellence with which educators will want to be identified through active engagement in affiliate leadership roles.

In addition, it is important to have an up-to-date, active online presence that is easy to find and use. An affiliate may create its own [ASCD Professional Learning Community](#) group as its official home on the web, and use other social media channels such as LinkedIn and Twitter for outreach and public relations messaging. It may also wish to have brochures and promotional materials in digital format that the affiliate can share with educators online. Be sure that such materials are in a common usable format such as Adobe Acrobat and consider accessibility using documents like [ADA/508-compliant PDFs](#) and printer friendly files in the event members and prospective members wish to use them in hard copy.
If the affiliate chooses to mail hard copies of promotional materials, it may acquire member data from the Affiliate Reporting Site. By downloading the data and creating a mail merge in a word processing program, it can personalize and target the member recruitment letters. Some affiliates write letters to district superintendents, principals, and others in the education community who are not yet members. Their mailing information can be found in public records. Because the number of educators in the affiliate’s region can be quite large, consider distributing information electronically whenever possible. For example, share information online through an ASCD Professional Learning Community affiliate group, on the affiliate Facebook page, LinkedIn group or the affiliate’s Twitter feed, to reach both members and prospective members.

Retaining and Engaging Members

The key to retaining and engaging affiliate members is to provide a personalized and valued membership experience. This experience can include programs, products, and services that meet the needs of members. Ongoing interactive communication with members, including face-to-face meetings, electronic communications, surveys, social media discussions and online meetings are critical to keeping members engaged.

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

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

Professional Development for Members

Affiliates showcasing an active program of professional learning offerings that address the needs of educators add value to membership. Programs vary as affiliates develop offerings that have been found to work within their geographic area. Sharing conference ideas and conference planning with other affiliates helps all to grow in their ability and capacity to provide offerings based on current trends and topics.

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

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

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

If the affiliate’s geographic area is conducive to collaboration, consider working with the neighboring affiliates to plan a regional conference that will fill needs of all members represented by affiliates in the region. One of the advantages of sharing knowledge and experiences among affiliates is discovering speakers that other affiliates have used. A personal testimony can provide information on the details of the presentation and how the person was received. An affiliate can determine whether the speaker in question will address the issues and concerns of members. Feel free to share experiences with speakers on the ASCD Professional Learning Community group for affiliate leaders.

Communications and Public Relations

Today’s membership organizations use a much more robust web presence for both outreach and engagement of current and prospective members, using interactive technologies. An optimal affiliate is visible and active online, delivering original content and sharing access to resources that are of value to educators.

Social media can help affiliates make connections to members and prospective members, so that it targets an audience. Here are some key strategies for using Facebook:

- Create a separate professional account for the affiliate
- Be thorough in affiliate profile contact information
- Invite professional colleagues to connect as friends
- Join like-minded professional groups
- Create a group for your affiliate that members can join
- Post original content on the wall daily to establish the affiliate’s presence
- Use messaging to send out information to all members of the group
- Post events and invite friends to RSVP

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

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

An affiliate’s online presence is an important tool for recruiting and retaining members, and promoting both the affiliate brand and the ASCD brand.

The ASCD Brand

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

Benefits of consistent branding include:

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

Creating a graphic identity involves strategically and consistently applying one’s business image (logo, layout themes, fonts, colors, etc.) across all communications and all types of media to generate recognition in our target audiences. Identity is an important piece of the branding puzzle for most businesses and helps to enable positive customer response.

Branding encompasses all of the factors that create a perception of a company in the minds of the public. It not only includes design as part of the process, but also is driven by elements such as name and tagline, consistent messaging, public relations, market research, marketing strategy, and customer service. For these reasons, the ASCD visual brand is to be used exclusively by the parent organization. Please review the ASCD Affiliate Branding Guidelines for more information on creating a unique effective affiliate brand.
It describes ASCD’s personality and what we do. For example:

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

ASCD affiliates play an important role in helping to strengthen the association’s brand in the minds of the education community. From always providing excellent customer service to creating high-quality professional experiences, we all make contributions every day. Everything we do has an effect on the public’s perception of ASCD and how they determine whether we are an organization with which they want to be associated.

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

Select one of these examples for use in affiliate publications:

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

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

The ASCD brand mark is not to be altered in any way. When using the brand mark, please do so thoughtfully and carefully, and avoid common mistakes identified in the ASCD affiliate branding guidelines.

**Content Management Systems and Ecommerce**

A content media system allows multiple contributors to post items to website templates using the familiar “What You See Is What You Get” (WYSIWYG) word processing toolbar. Each contributor can be assigned to separate sections of the site, so that no one person is responsible for all site content. Content management systems (CMS) are more sophisticated solutions than social media and read-write solutions, and they more closely approximate the breadth and depth of a traditional website. Unlike static websites of the past, however, content management systems have the ability to be dynamic and interactive, offering everything from surveys and registrations to members-only password-protected areas and ecommerce. Because they are so much more comprehensive, there is a cost involved.

A CMS makes it possible for every staff member to contribute to the affiliate’s web presence: the executive director can post on a specific page, the membership chair on a separate page, the publications director on yet another page, and so on. Many organizations are hiring media specialists who can facilitate all web and social networking messaging in concert to provide consistent branding.
**Ecommerce**

Ecommerce (electronic banking transactions) adds to an affiliate’s web presence. Accepting payment for products, dues and upcoming events, affiliate members can log in, shop and pay without staff having to be involved in the transaction.

To accomplish this, in addition to having a secure website, affiliates must have a merchant account and payment gateway in place. A merchant account accepts payments online and the payment gateway authorizes payments, protecting customer information by encrypting sensitive information to ensure it is processed securely.

Setup for ecommerce incurs up-front costs, but once everything is in place the affiliate is set up with its merchant service receiving a small fee for each purchase and the remainder of each transaction going directly into an affiliate account. Over time, sales can cover the cost of an ecommerce solution.

**Electronic Newsletters**

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

Electronic communications are cheaper, faster, and more interactive. Digital newsletters can be divided into topics such as board news and actions, member news and recognition, local education policy updates, professional development opportunities and promotion of ASCD initiatives. The flexible format allows organizations to provide in-depth content directly related to member needs and past issues can be archived on the affiliate’s website so that they are available to everyone. Although such online access may allow nonmembers to take advantage of this member benefit, it serves as a membership recruitment tool by showing the depth of affiliate offerings.

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

If the affiliate would like to send an electronic newsletter within the body of member emails, companies such as Constant Contact (constantcontact.com) will provide the ability to do so using predesigned templates and the ability to manage membership email lists within their system, including the ability for members to update their own email address and unsubscribe, as desired, for a fee. In most cases, it is easiest and most cost effective to post an electronic newsletter on the affiliate’s website and simply send an email to members giving the address to its location.
Electronic Journals

Journals are a special type of publication that require more expertise and cost than other formats, but they provide a great benefit to members. Like affiliate newsletters, today’s journals are posted online. Once the affiliate knows how to determine content, it needs to design the layout and format of the journal or magazine. It will need someone who knows how to use publishing programs and a program that delivers the journal online in a user-friendly format. Another option is to use a commercial service to publish the online journal, such as Issuu (issuu.com). These services can turn a traditional ink-and-paper journal into an interactive online publication that simulates page-turning and allows the reader to zoom in and out of pages, as desired.

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

Affiliates may produce special publications on topics of immediate concern to educators. Such materials can also be redistributed as part of regular affiliate publications. Many educators in the field write well on areas of subject matter expertise, demonstrating responsiveness to popular needs and interests.

Sharing Affiliate Publications

Affiliates are encouraged to share their publications with ASCD and with other affiliates. The writers, editors, and publishers of affiliate publications can learn from one another ways to present and improve their own publications. Each affiliate has developed different approaches to communicating with members over the years and many continue to change. Be sure to add the Senior Director for Member Communities to affiliate email distribution lists so that ASCD receives copies.

Electronic Mail

Effective affiliates keep a database of current email addresses for all members by including an email address as a required field on member registration materials. Encourage members to use a personal email address, as organization mailings are often blocked by school district email spam filters and never reach the intended addressee. Keep in mind that electronic mail response rates are much lower than that of membership mailings sent by the postal service. An affiliate can acquire a list of ASCD members residing in its region through the Affiliate Reporting Site.
Influence and Advocacy

Local, state and federal governments make education policy decisions that affect educators. Be a trusted voice for the critical information as an ASCD affiliate. To accomplish this, consider including appropriate policymakers and legislators on affiliate publications distribution lists. Affiliates who have been active in this manner are frequently sought out by policymakers for their expertise on local educational issues. Building a contact list of decisionmakers within the region is an important first step.

In the U.S., one of the most complicated and least understood areas of tax law is the area of political and lobbying activities for non-profit organizations. Because the law varies among different countries, the focus will be on organizations exempt under United States IRS code. If the affiliate resides in a country outside of the United States, please contact the appropriate government agency within its jurisdiction to determine what is permissible.

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

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

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

A 501(c)(6) business league may further its exempt purposes through lobbying as its primary activity without jeopardizing its exempt status. However, a 501(c)(6) organization may be required to either provide notice to its members regarding the percentage of dues paid that are applicable to lobbying activities, or pay a proxy tax. Examples of 501(c)(6) organizations include the National Association of Truck Stop Operators, Home Builders Associations, and local chambers of commerce.

ASCD works with affiliates to build a strong foundation to support sustainable grassroots efforts. We help affiliates become visible, respected sources of information regarding quality teaching and learning and proactive in shaping recommendations to improve education policy for the success of each learner.
Programs, Products and Services

ASCD affiliates view their programs as opportunities to develop educators’ capacity for learning, teaching, and leading and to fulfill their mission and goals. The goal is for the affiliate to become the “go-to source” for providing programs, products, and services that help affiliate members shape policy, improve classroom practice, and affect student achievement. ASCD provides a number of tools and programs to help affiliates achieve their goals.

Program for Affiliate Sales Sharing (PASS)

The ASCD PASS program offers affiliates an opportunity to earn additional revenue from new and returning business they generate for ASCD programs, products, and services. Affiliates are assigned a unique source code (PASS code), and each person that uses the affiliate codes when making an eligible purchase will be contributing to an affiliate's financial health, further enabling the affiliates to accomplish important work.

Purchases made with an affiliate’s PASS code will generate a commission for the affiliate. On a quarterly basis, ASCD will send an affiliate a check that represents its share of revenue associated with the PASS code. To determine an affiliate’s PASS code, go to the Affiliate Resources Page.

The PASS program revenue share associated with ASCD programs, products, and services is as follows:

- New ASCD memberships and membership renewals: 5%
- ASCD conferences and professional learning events: 5%
- ASCD books, videos, courses, and all other products: 2%

Affiliates must sign the PASS agreement to participate. Learn more by downloading the PASS Toolkit.

Affiliate Resale Program

An affiliate may order ASCD products for resale at affiliate functions at a 40% discount off the nonmember rate. Profits gained from the resale of ASCD products should benefit the affiliate only. There are two significant advantages for affiliates who purchase ASCD print materials for resale:

1. ASCD will bill the affiliate purchaser for the order so there is no immediate outlay of funds, and

2. affiliates may return any unsold material in resale condition to ASCD.

The affiliate is responsible for the cost of return shipping. When calling to order ASCD books for resale at affiliate functions, please remind the ASCD Service Center consultant to flag the order with “Source Code AFFIL.”
One thing to keep in mind about the resale program is that affiliates may only purchase ASCD products for resale at affiliate functions. The program cannot be used to sell materials through other marketing channels such as newsletter promotions, direct mail solicitations, or website features. Similarly, if an affiliate receives an order or phone inquiry to purchase materials, the purchase order or purchaser must be referred to ASCD’s Service Center. These program parameters, along with the billing and return provisions, are designed to support the purposes of the program while achieving a balance between affiliate and association interests.

It is important to plan well ahead of time for ordering products for resale. It is the affiliate’s responsibility to think strategically about when and how to optimally use this program. Please note that a successful sale will require an effective marketing promotion of the opportunity as well as highly visible placement of the merchandise display at the affiliate event.

Affiliate orders will be credited for all materials returned in a saleable condition within 30 days of the affiliate function for which the products were ordered. ASCD will determine if returned materials are in salable condition. If it is determined that returned materials are unsalable, the affiliate is responsible for their cost. If the materials do not arrive at the warehouse, the affiliate account will not be credited. All shipping and handling costs are the responsibility of the affiliate.

Steps for successfully using the affiliate resale program:

8 weeks prior - Determine the items and quantities needed.

6 weeks prior - Have the affiliate president or executive director/secretary place the order with the ASCD Service Center by calling 1-800-933-2723. To get the 40 percent discount, make sure to use the AFFIL account code. ASCD will bill the affiliate for the order. All shipping and handling costs are the responsibility of the affiliate.

Within ninety (90) days of the purchase, pack up the materials to be returned.

Include a short memo with the affiliate name and location, a copy of the original shipping document or invoice that displays the ASCD order number, the reason for the return (unsold materials), and the number of units in the package.

Ship returned materials by UPS, insured mail, or another method that allows for tracking of the shipment to:

ASCD Returns c/o PBD
905 Carlow Drive
Unit B
Bolingbrook, IL 60490
**Resource Speakers**

The ASCD Resource Speakers program offers ASCD staff expertise to affiliates for affiliate board and affiliate membership professional development opportunities. ASCD’s office of Member Communities will work with affiliates to make the most of a resource speaker visit, planning a combination of board development, governance work, conference keynotes, workshops and concurrent presentations on topics specific to ASCD goals and initiatives.

ASCD assumes the full cost for sending a resource speaker to an affiliate for agreed upon work. Please make the request six months in advance of the date for which a speaker is needed, in order to begin the planning process with the office of Member Communities.

It is important to plan well ahead of time to incorporate an ASCD speaker into an affiliate event. It is the affiliate’s responsibility to think strategically about when and how to optimally use this program. Optimal use of resource speakers requires effective marketing and promotion of the event and highly visible placement of resource speakers at the event.

How it works:

- At least six months prior to the date the affiliate would like to have a resource speaker attend an affiliate event, formally request a resource speaker emailing wmckenzie@ascd.org

- Member Communities will contact the affiliate with any questions and to confirm that the request is received

- The affiliate will be put in contact with the identified resource speaker, based on the needs indicated in the request. Please be sure to provide the resource speaker with all the information he or she needs to make travel plans and properly prepare to successfully contribute to the event

**ASCD Staff Consultations**

ASCD provides the opportunity for staff consultation with affiliates to offer expertise in specific areas of value to affiliate work. Staff consultations are intended to help the affiliate think strategically in preparing to implement specific initiatives, such as Whole Child, writing and publishing. They are typically done through phone conference, email, or virtual meeting. Staff time and expertise is a valued resource. The affiliate should prepare for the staff consultation by gathering all the pertinent data and requirements that will likely be discussed. When possible, forwarding appropriate information and materials to the ASCD staff involved can help to facilitate a more successful consultation process.
Please submit a consultation request at least two months in advance of the need for staff expertise to begin the planning process and allow for scheduling on staff calendars. Also, please note that all requests for an ASCD staff consultation are subject to approval based on scheduling and availability.

Steps for success for requesting a consultation:

• Formally request a consultation by emailing the Senior Director of Member Communities.

• Allow at least 8 weeks for scheduling. Member Communities will work with ASCD staff to identify the best match of expertise to meet the stated needs and will work with the affiliate throughout the staff consultation process.

• At the conclusion of the staff consultation, the affiliate will receive concrete recommendations to move it forward.

Complimentary Memberships

ASCD offers two (2) complimentary Select ASCD memberships to an affiliate per year, to be given to prominent regional education officials in order to promote the affiliate’s presence within the region. These memberships do not include ASCD voting rights.

It is important to strategically identify key leaders within the region to engage in the affiliate program through these memberships. Keep in mind that these memberships are renewed annually on the date on which they were originally issued.

As with all resource requests, we encourage affiliates to discuss the need for complimentary memberships with Member Communities prior to submitting the request. Complimentary memberships are issued by request annually, whether to identify new recipients or to renew one or both current recipients for an additional year. The affiliate must provide the full name, title and contact information for each individual receiving a complimentary membership. To formally request a complimentary membership, please email the Senior Director of Member Communities at wmckenzie@ascd.org.
**Appendix: ASCD Web Resources**

**Affiliate Directory**  
The official listing of all affiliates on ASCD.org

**Affiliate Reporting Site**  
Secure access for affiliate points of contact to access data

**ASCD**  
The official web presence of the association

**ASCD Activate**  
The landing page for ASCD’s comprehensive professional learning solution

**ASCD Affiliates**  
The publicly facing official page for the ASCD affiliate program

**ASCD Blog**  
The official blog of the association

**ASCD on Facebook**  
The official ASCD Facebook page

**ASCD Affiliate Leaders Facebook Group**  
The private Facebook group for ASCD affiliate board members

**ASCD on Pinterest**  
The official ASCD Pinterest page

**ASCD on Twitter**  
The official ASCD Twitter account

**ASCD on YouTube**  
The official ASCD YouTube channel

**ASCD Professional Learning Community**  
The official ASCD platform for coming together around educator interests

**ASCD Videos, Podcasts & Webinars**  
The landing page for ASCD’s multimedia resources

**American Society of Association Executives**  
The leading organization in support of nonprofit leadership

**Big News!**  
The submission form to celebrate affiliate news with the entire ASCD community.
BoardSource
The leading organization in support of board development and governance

Books and Publications
The landing page for ASCD titles, topics and authors

Conferences and Institutes
The landing page for ASCD events

Connected Communities
The official page of the ASCD’s Member Communities program preparing groups for affiliate status

Educational Leadership
The flagship journal of the association

Emerging Leaders
The official page of the ASCD’s Member Communities program recognizing young leaders in education

Membership
The landing page for ASCD membership offerings

Professional Learning Services
The landing page for customized ASCD professional development offerings

Professional Interest Communities
The official page of the ASCD’s Member Communities program focusing on subject matter interests

Student Chapters
The official page of the ASCD’s Member Communities program supporting educators in teacher training programs

Whole Child
The landing page for ASCD’s flagship initiative
Appendix: ASCD Affiliate Document Library

ASCD Affiliate Leaders Checklist

Consider this helpful list of annual ASCD Affiliate tasks and responsibilities in planning your year:

Things to Do on a Regular Basis:

- Keep in touch with the Senior Director of Constituent Services.
- Attend Constituent Services online meeting opportunities as they are offered.
- Hold regular meetings of your board of directors.
- Ensure Joint Dues reports are current and reconciled.
- Monitor your budget on a monthly basis.
- Keep in regular contact with student chapters in your geographic region.
- Participate in online or print surveys and opportunities to work with ASCD.
- Work through Constituent Services to collaborate with ASCD Connected Communities, Professional Interest Communities, Emerging Leaders and Student Chapters programs.
- Refer candidates to apply for ASCD's board seats and committee positions.
- Use the Affiliate Reporting site to generate reports of members in your region.
- Promote your PASS code to your affiliate members so that you receive a percentage of their ASCD purchases.

Things to Do in the Summer:

- Hold a board retreat for planning; use the Affiliate Developmental Continuum (ADC) as a reflection and planning tool.
- Invite Constituent Services staff to work with your board.
- Submit the Affiliate Data Profile by the deadline.
- Provide an orientation for new affiliate board members.
- Review and refine your strategic plan with your board.
- Book speakers, venues and food and beverage contracts for the coming year.
- Review the Affiliate Leaders Handbook with your board.
- Decide to whom you will offer complimentary ASCD memberships and send their information to Constituent Services.

Things to Do in the Fall:

- Invite members of the new class of ASCD Emerging Leaders from your state to join your affiliate.
- Register for ASCD's Annual Conference and make travel arrangements. Make your housing arrangements for the ASCD Annual Conference. Housing is first-come, first-served and the cutoff date is traditionally in January.
- Consider supporting the attendance of student chapter members in your region to ASCD's Annual Conference.
- Submit applications for an Affiliate Overall Excellence or Individual Area of Excellence Award for the Affiliate Honors presented at Annual Conference.
- Attend the ASCD Leadership Summit.
• Complete the Constituent Services Satisfaction Survey when it is sent out.

Things to Do in the Winter:

• Promote the ASCD Legislative Agenda with your membership when it is announced.
• Executive Directors and Board Presidents RSVP to Constituent Services staff regarding their attendance at the Leadership Lunch held at the ASCD Annual Conference.
• Submit nominees for ASCD's Emerging Leader Program.
• Submit nominations for consideration for ASCD officers, the Nominations Committee, and other committees and work groups.
• Conduct an audit of your affiliate program through the office of Constituent Services.
• Participate in the calendar development for the coming year of Affiliate Leaders meetings.

Things to Do in the Spring:

• Submit an updated W-9 (US affiliates) or W-8 form (outside the US affiliates) to Constituent Services when requested.
• Submit your form 990 to the IRS.
• Attend the ASCD Annual Conference.
• Participate in the Affiliate Leaders meetings at Annual Conference.
• Conduct a board review of your executive director’s performance over the past year.
• Review and provide a new contract for your executive director.
• Authorize a review of your finances through an independent auditor and present the findings to your board of directors.
• Make arrangements for your affiliate's summer board retreat.
• Renew your affiliate library membership.
• Widely distribute ASCD candidacy recommendation information.
• Vote in the ASCD elections.

Find affiliate resources online at https://www.ascd.org/affiliates/resources.
Affiliate Developmental Continuum (ADC)

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

Revised and updated, July 2018 by the ADC Refresh Committee:

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<tr>
<td>Matt Mingle</td>
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</tr>
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</tr>
<tr>
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<td><a href="mailto:wmckenzie@ascd.org">wmckenzie@ascd.org</a></td>
<td>Senior Director Constituent Services</td>
</tr>
</tbody>
</table>

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

In its ongoing life cycle, an affiliate will self-identify with exemplars from across the three categories of launching, impacting and transforming. The exemplars only serve as guidelines, and the exemplars an affiliate identifies with over time will change. An affiliate may identify with exemplars from all three categories at the same time. The Affiliate Developmental Continuum represents an ongoing journey in which there is always room for growth; we never really “arrive”.

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

**Active Collaboration within the ASCD Community**
<table>
<thead>
<tr>
<th>Leadership</th>
<th>Launching</th>
<th>Impacting</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Works with ASCD staff to develop plans consistent with its constitution and bylaws.</td>
<td>Develops and implements a leadership and governance plan as part of long-term planning, delegating portions of this work through a committee structure involving membership.</td>
<td>Aligns its leadership plan, governance plan, succession plan strategically with all other plans and activities of the affiliate and the Association by evolving from operations and management into a collaborative policy board that provides a well-qualified and diverse pool of candidates for ASCD.</td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>Promotes member benefits in an effort to recruit and retain members.</td>
<td>Develops and implements a membership plan that includes a benchmarking affiliate membership data against the educator demographics of its region and routine surveys of member satisfaction.</td>
<td>Translates membership plan into a membership experience that provides a variety of opportunities for member participation and engagement in the affiliate and the Association by aligning membership activities strategically with all other plans and activities of the affiliate and ASCD.</td>
</tr>
<tr>
<td>Communications</td>
<td>Focuses communication content on affiliate activities.</td>
<td>Develops and implements a communication and publication plan that keeps members informed of the full range of affiliate activities, member benefits and member opportunities for engagement.</td>
<td>Positions itself in the marketplace as the go-to source for information by aligning its communication plan and activities strategically with all other plans and activities of the affiliate and the Association, actively engaging in two-way communication with members, ASCD and its constituent groups, and other regional organizations.</td>
</tr>
<tr>
<td>Professional Learning</td>
<td>Attains market perspective identifying member’s needs through anecdotal evidence.</td>
<td>Maintains a committee for programs, products, and services that develops and implements a program plan based on market research that offers programs, products and services that meet local needs.</td>
<td>Organizes committees that use market research to align programs, products, and services strategically with all other plans and activities of the affiliate so that it is seen as a valued source of professional development and timely information that promotes opportunities for sustained work in learning communities.</td>
</tr>
<tr>
<td>Influence</td>
<td>Focuses on education issues in isolation internally.</td>
<td>Develops and implements an influence plan that supports local initiatives and promotes ASCD positions on important issues in education.</td>
<td>Aligns influence plans and activities strategically with all other plans and activities of the affiliate and the Association to become a trusted voice in education policy by building and leading effective grassroots networks to address important issues and regularly representing the affiliate and ASCD on significant education committees and task forces.</td>
</tr>
<tr>
<td>Community</td>
<td>Attracts local educators.</td>
<td>Attracts local educators and education stakeholders by serving as a trusted voice in the region.</td>
<td>Attracts local educators, ASCD Emerging leaders, ASCD Student Chapters and professional education stakeholders as a respected thought leader.</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Identifies a niche to service its primary target audience.</td>
<td>Builds a program that generates revenue to fund the work of meeting the needs and interests of educators in its identified niche.</td>
<td>Expands a niche market, sustaining a comprehensive portfolio of benefits, programs and services that generate revenue to fund the work of the affiliate and build a reserve fund.</td>
</tr>
<tr>
<td>Leadership</td>
<td>A Launching affiliate…</td>
<td>An Impacting affiliate…</td>
<td>A Transforming affiliate…</td>
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<tr>
<td>Activity</td>
<td>· Works with ASCD staff on development of plans.</td>
<td>· Regularly updates and evaluates strategic plan.</td>
<td>· Aligns strategic plan with the ASCD Strategic Plan.</td>
</tr>
<tr>
<td></td>
<td>· Conducts annual summative evaluation of affiliate activity.</td>
<td>· Implements a process of ongoing self-evaluation of all aspects of the affiliate program.</td>
<td>· Design action plan to implement a process of ongoing self-evaluation of all aspects of the affiliate program.</td>
</tr>
<tr>
<td></td>
<td>· Has a current constitution that is reviewed at least every five years.</td>
<td>· Aligns policies, protocols, and bylaws with the affiliate constitution.</td>
<td>· Aligns practice with constitutional mandates and stated bylaws of the affiliate and with ASCD.</td>
</tr>
<tr>
<td></td>
<td>· Confines leadership to a static core group of individuals by - Providing limited processes for leadership development. - Holding board meetings at least twice a year. - Holding an annual planning retreat. - Communicating minimally between meetings.</td>
<td>· Develops and implements a leadership and governance plan as part of the affiliate strategic plan by - Defining job roles for board and officers. - Deliberately including diverse representation on the board. - Ensuring quality, diversity, and renewal of the board through an effective nominating process. - Providing orientation for new board members. - Regularly evaluating the board as a whole as well as individually. - Providing professional development for the board on effective board functioning. - Holding regular board and officer meetings to effectively govern the affiliate. - Holding an annual planning retreat. - Reviewing leadership and governance plan progress and updates annually. - Regularly communicating between meetings.</td>
<td>· Aligns leadership, governance plan, and activities strategically with all other plans and activities of the affiliate and the ASCD community by - Developing and implementing a plan to ensure a well-qualified and diverse pool of candidates for various ASCD leadership roles. - Having a highly respected and diverse board. - Working in a way that is transparent to members so that they are aware of the organization’s goals, budget, leadership development opportunities, etc. - Communicating frequently with board members.</td>
</tr>
<tr>
<td></td>
<td>· Confining leadership to a static core group of individuals by providing limited processes for leadership development. holding board meetings at least twice a year, holding an annual planning retreat, and communicating minimally between meetings.</td>
<td>· Delegates portions of work through a committee structure that involves the membership by - Using an executive or ad hoc committee to act between meetings.</td>
<td>· Evolves from operations and management into a collaborative policy board by - Encouraging dialogue necessary for members to create new ideas for further affiliate development. - Using procedures like a consent agenda to keep the focus on policy dialogue.</td>
</tr>
<tr>
<td>Activity Cont’d</td>
<td>A Launching affiliate…</td>
<td>An Impacting affiliate…</td>
<td>A Transforming affiliate…</td>
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</table>
|                | · Has an executive director. | · Engages an executive director by  
- Defining job roles and goals for the executive director.  
- Annually evaluating the executive director.  
- Redefines executive director role as necessary. | · Develops and implements leadership and governance plans that reflect the evolving role of the affiliate as it seeks to improve services.  
- Develops and implements a succession plan to ensure the smooth transition of leadership. |
|                | · Develops an annual budget and financial report. | · Uses responsible budget, accounting, and reporting processes by  
- Annually conducting a financial review or audit.  
- Planning for financial reserves. | · Aligns budget with strategic plan by having adequate financial reserves. |
|                | · Aligns affiliate constitution with ASCD’s Constitution by  
- Participating in ASCD capacity-building activities.  
- Develops a vision and mission that is aligned with ASCD. | · Develops a mutually beneficial partnership plan with ASCD annually by  
- Working with integrity and high standards of ethics.  
- Promoting opportunities to participate in the ASCD community.  
- Being actively involved in ASCD position development. | · Advances the vision and achievement of the mission of the affiliate and the ASCD community. |
<table>
<thead>
<tr>
<th>Leadership</th>
<th>A Launching affiliate…</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Impact</td>
<td>· Has minimal diversity and growth.</td>
<td>· Has diversity that is proportional to the population it serves.</td>
<td>· Has a rich diversity of backgrounds, experiences and ideas.</td>
</tr>
<tr>
<td></td>
<td>· Is establishing policies and processes that will prepare for future capacity building.</td>
<td>· Is a well-functioning organization that builds capacity for future growth.</td>
<td>· Has a board that focuses on affiliate policies and processes that build capacity in order to achieve the mission and vision of the affiliate.</td>
</tr>
<tr>
<td></td>
<td>· Represents an ASCD presence at the local level.</td>
<td>· Has leaders who show evidence of active involvement with ASCD.</td>
<td>· Has a respected leadership that is active with ASCD Leadership Council and other opportunities.</td>
</tr>
<tr>
<td>Active Collaboration within the ASCD Community</td>
<td>· Brings affiliate perspectives to ASCD governance.</td>
<td>· Shows evidence of a reciprocal relationship with ASCD by - Increasing participation in the ASCD community. - Enhancing communication within the ASCD community.</td>
<td>· Shows evidence of a reciprocal partnership with ASCD by mentoring other struggling groups.</td>
</tr>
<tr>
<td></td>
<td>· Occasionally contributes to a pool of candidates for offices, committees, and other ASCD leadership roles by appointing appropriate Leadership Council representatives.</td>
<td>· Contributes to a well-qualified and diverse pool of candidates for offices, committees, and other ASCD leadership roles by - Establishing qualifications for Leadership Council representatives. - Leadership Council representatives attend all Leadership Council meetings. - Reports activities of the Leadership Council to the affiliate.</td>
<td>· Ensures a well-qualified and diverse pool of candidates for ASCD community roles by - Informing members of ASCD community opportunities. - Ensuring that Leadership Council representatives are actively involved in all Leadership Council activities.</td>
</tr>
<tr>
<td></td>
<td>· Maintains ASCD’s credibility and visibility in the state, province, or country.</td>
<td>· Builds ASCD’s credibility and visibility in the state, province, or country.</td>
<td>· Extends the mission of the ASCD community.</td>
</tr>
<tr>
<td>Membership</td>
<td>A Launching affiliate…</td>
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<tr>
<td>Activity</td>
<td>· Attracts traditional members.</td>
<td>· Attracts non-traditional members.</td>
<td>· Attracts members from outside education.</td>
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<tr>
<td></td>
<td>· Promotes ways members can join/renew.</td>
<td>· Develops and implements a membership plan.</td>
<td>· Aligns membership plans and activities strategically with all other plans and activities of the affiliate and ASCD.</td>
</tr>
<tr>
<td></td>
<td>· Uses a minimal database with little or no information on members.</td>
<td>· Maintains an effective database by analyzing and benchmarking affiliate membership data against the educator demographics of its state, province, or country.</td>
<td>· Uses the effective database to strengthen and improve membership recruitment plans.</td>
</tr>
<tr>
<td></td>
<td>· Does not assess membership needs.</td>
<td>· Basic survey of members to gather member feedback.</td>
<td>· Advances toward vision and achievement of its mission by using an annual comprehensive membership plan based on research.</td>
</tr>
<tr>
<td></td>
<td>· Engages in limited effort to recruit and retain members.</td>
<td>· Identifies and implements strategies to recruit and retain membership by - Formulating and executing targeted membership recruitment plans. - Engaging members in activities. - Making organized efforts to involve members.</td>
<td>· Provides a variety of opportunities for member participation in leadership and governance activities in the affiliate and the Association by - Making multiple organized efforts to involve all members. - Supporting membership of affiliate members in the Association. - Testing and measuring results of implemented strategies to further refine recruitment efforts.</td>
</tr>
<tr>
<td></td>
<td>· Communicates member benefits*</td>
<td>· Highlights membership benefits* and value-added benefits**.</td>
<td>· Translates member benefits* and values** to create a ‘membership experience.’</td>
</tr>
</tbody>
</table>

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

**Value-added benefits of membership describe the aspects of a membership that provide added value beyond the features (e.g. information on how to solve problems, influence education legislation, and further education initiatives).
<table>
<thead>
<tr>
<th>Membership</th>
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</tr>
</thead>
</table>
| Impact     | · Demonstrates little or no membership growth or negative growth. | · Demonstrates sustained membership growth. | · Demonstrates increases in the match between the demographics of affiliate members and the demographics of educators in the state, province, or country by  
  - Increasing membership growth across target markets  
  - Assessing and addressing the needs of its formal regions within the affiliate, where applicable. |
|            | · Has a static group of leaders who represent the traditional profile of the membership. | · Has limited membership participation and involvement in affiliate activities. | · Provides opportunities for leadership opportunities across diverse membership groups. |
|            | · Has few or no connections in its state, province, or country identified as avenues for membership growth. | · Actively pursues additional connections in its state, province, or country. | · Makes strategic additional connections in its state, province, or country as determined by a needs assessment. |
| Active Collaboration within the Community | · Serves as an ASCD presence in a geographic area. | · Builds the Association’s credibility and visibility in the state, province, or country by  
  - Participating in ASCD leadership and governance activities.  
  - Increasing membership among targeted groups.  
  - Reporting on successful strategies with the use of data to analyze demographics. | · Collaborates with other associations and agencies within and outside/beyond ASCD.  
  - Mentoring among affiliates.  
  - Collaborative strategic planning.  
  - Regional sharing of programs and resources that provide an economy of scale and increase the value of membership. |
|            | · Initiating members’ sense of connection to the ASCD community by  
  - Promoting dual membership in the affiliate and ASCD.  
  - Being viewed as a valuable part of the ASCD membership experience. | · Increases members’ sense of connection to the ASCD community by  
  - Increasing dual membership in the affiliate and ASCD.  
  - Being viewed as a valuable part of the ASCD membership experience. | · Creating a culture that promotes members’ self-initiated connections within the ASCD community that add value both among individual members and to the organization as a whole. |
<table>
<thead>
<tr>
<th>Communications</th>
<th>A Launching affiliate…</th>
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</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
<td>· Initial steps taken to develop communications processes and plan.</td>
<td>· Develops and implements communication and publication processes by - Using symbols, logos, and colors to present a professional image. - Reviewing communication plan progress and updating it annually.</td>
<td>· Aligns communication plan and activities strategically with all other plans and activities of the affiliate and the association by planning deliberate print and electronic communications that reflect and portray the affiliate’s diversity.</td>
</tr>
<tr>
<td></td>
<td>· Focuses communication content on affiliate activities.</td>
<td>· Keeps members informed of full range of affiliate activities and member opportunities by - Seeking contributions from members and others. - Highlighting ASCD products, programs, and services.</td>
<td>· Advances vision and achievement of mission of the affiliate and the Association through effective communication and publications by - Regularly receiving content contributions from affiliate members and members of the education community. - Regularly communicating affiliate and association strategic plans and progress toward meeting goals to members.</td>
</tr>
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<td></td>
<td>· Updates an affiliate web presence periodically.</td>
<td>· Attempts to incorporate use of technology to improve communication by - Updating Web presence regularly. - Facilitating communication with affiliate members and the larger education community using ASCD EDge®, Facebook, twitter and/or other Web 2.0 tools.</td>
<td>· Proactively uses advanced technology and social networking tools to achieve goals by - Maintaining an interactive Web presence that engages members, prospective members and other educational stakeholders. - Facilitating communication with affiliate members and the larger education community using ASCD EDge®, Facebook, twitter and/or other Web 2.0 tools. - Makes use of ecommerce tools for registration and purchase of programs, products and services.</td>
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<tr>
<td></td>
<td>· Beginning to engage in a network of educational entities/organizations in the affiliate’s state, province, or country.</td>
<td>· Active participates in a network of educational entities/organizations in the affiliate’s state, province, or country.</td>
<td>· Leading and expanding a network of educational entities/organizations in the affiliate’s state, province, or country. - May include mentoring other affiliates and organizations in networking. - Positions itself in the marketplace as the “go-to source” for information.</td>
</tr>
<tr>
<td>Communications</td>
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<tr>
<td><strong>Impact</strong></td>
<td>· Maintains minimal one-way contact with a core group of members.</td>
<td>· Establishes two-way communication among all members and affiliate leaders.</td>
<td>· Engages in networks of communication amongst members, leaders and interested education stakeholders.</td>
</tr>
<tr>
<td></td>
<td>· Has some core group members that attend affiliate events.</td>
<td>· Increases member attendance at affiliate events.</td>
<td>· Increases member and nonmember attendance at affiliate events.</td>
</tr>
<tr>
<td></td>
<td>· Sustains static retention rates.</td>
<td>· Increases retention rates.</td>
<td>· Increases membership.</td>
</tr>
<tr>
<td></td>
<td>· Is sought by a limited number of members.</td>
<td>· Is sought by a limited number of members and other practitioners as a resource.</td>
<td>· Positions itself as an information source sought by policymakers and the media demonstrated by the existence of outside subscribers to and duplication requests for publications.</td>
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<tr>
<td></td>
<td>· Seeks out best practices.</td>
<td>· Uses research-based, results-driven best practices.</td>
<td>· Models and initiates research-based, results-driven best, promising. Innovative practices.</td>
</tr>
<tr>
<td><strong>Active Collaboration within the Community</strong></td>
<td>· Understands the importance of ASCD and ASCD Affiliate positions, initiatives, and legislative agenda in the local context at the leadership level.</td>
<td>· Interpreting and applying an understanding of ASCD and ASCD Affiliate issues in the local context among members.</td>
<td>· Collaborates on communications and publications with ASCD and ASCD Affiliates to accomplish shared views and goals by cross-referencing publications and communications at events.</td>
</tr>
<tr>
<td></td>
<td>· Is approached by self-identified contributing partners.</td>
<td>· Identifies potential contributing partners (e.g., authors, presenters, practitioners).</td>
<td>· Actively recruits potential contributing partners (e.g., authors, presenters, practitioners, other organizations).</td>
</tr>
<tr>
<td></td>
<td>· Maintains the association’s credibility and visibility.</td>
<td>· Builds the association’s credibility and visibility by increasing awareness of ASCD’s products, programs, services and initiatives.</td>
<td>· Is recognized by lawmakers, policymakers, and the local media as part of ASCD.</td>
</tr>
<tr>
<td></td>
<td>· Intermittently communicates local issues to ASCD.</td>
<td>· Regularly communicates local issues to ASCD to inform the work of the association.</td>
<td>· Actively engages in two-way communication with ASCD and other constituent groups to inform the work of both the affiliate and the association community.</td>
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<td>· Pilots state/provincial legislation at the local level.</td>
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<tr>
<td>Professional Learning</td>
<td>A Launching affiliate…</td>
<td>An Impacting affiliate…</td>
<td>A Transforming affiliate…</td>
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<tr>
<td><strong>Activity</strong></td>
<td>Offers at least one professional learning activity per year.</td>
<td>Develops and implements a program plan by - Effectively budgeting for programs. - Identifying themes and topics as focus for one-year or multi-year attention. - Offering regular professional learning opportunities that address local issues. - Strategically planning to support influence efforts through programs. - Providing follow-up opportunities to program events. - Reviewing plan progress and updates annually.</td>
<td>Aligns programs, products, and services strategically with all other plans and activities of the affiliate and the association by - Offering a variety of innovative programs, activities, products, and services tailored to local needs. - Providing services to all parts of the affiliate’s geographic region. - Planning programs, products, and services based on consideration for diversity. - Providing opportunities for sustained work in learning communities.</td>
</tr>
<tr>
<td></td>
<td>Keeps a static perspective on programs, products, and services by - Engaging only the board in the program planning process. - Identifying member’s needs through anecdotes.</td>
<td>Maintains board member collaboration around programs, products, and services with representation across the organization by - Including member participation in the planning process. - Identifying members’ needs through systemic feedback gathering.</td>
<td>Develops a broader inclusive representation on your board to organize collaborative work for more impactful, scalable quality programming (e.g., communication committee collaborates to market events, membership committee conducts surveys).</td>
</tr>
<tr>
<td></td>
<td>Evaluates programs, products, and services based on event attendance.</td>
<td>Evaluates affiliate programs, products, and services through event attendee evaluations.</td>
<td>Systemically collects and analyzes data to gauge impact and make improvements.</td>
</tr>
<tr>
<td></td>
<td>Executes events independently.</td>
<td>Increases event attendance through word-of-mouth.</td>
<td>Strategically increases attendance through improved program offerings</td>
</tr>
<tr>
<td></td>
<td>Is receptive to new information and ideas that create insight around programs, products and services.</td>
<td>Works in collaboration with ASCD and other organizations that inquire about event planning.</td>
<td>Actively recruits other organizations to achieve common goals by having a comprehensive system in place for contracting sponsorship, presenters, and exhibitors.</td>
</tr>
<tr>
<td></td>
<td>Demonstrates awareness of technology solutions that can deliver professional learning.</td>
<td>Actively seeks new information and ideas that create insight around programs, products and services.</td>
<td>Nurtures a culture of collaboration that seeks new information and ideas that create insight around programs, products and services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Uses technology solutions to provide a variety of delivery modes for professional learning.</td>
<td>Uses technology solutions to provide a variety of professional learning delivery modes and collects analytics and user data to inform a continuous cycle of improvement of offerings.</td>
</tr>
<tr>
<td>Professional Learning</td>
<td>A Launching affiliate…</td>
<td>An Impacting affiliate…</td>
<td>A Transforming affiliate…</td>
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<tr>
<td><strong>Impact</strong></td>
<td>· Is unable to document the impact of programs, products, and services.</td>
<td>· Assesses participant satisfaction with programs, products, and services provided by collecting anecdotal evidence of individual use of training programs and their effectiveness.</td>
<td>· Is recognized as a leading organization in the state, province, or country on issues of learning, teaching, and leading e.g. recognition by other professional associations, state departments of education, news agencies, etc.</td>
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<tr>
<td></td>
<td>· Serves a limited range of participants.</td>
<td>· Serves a diverse range of participants.</td>
<td>· Serves a diverse range of participants, reflective of the local community.</td>
</tr>
<tr>
<td></td>
<td>· Engages educators through program participation.</td>
<td>· Engages educators via programs, products, and services.</td>
<td>· Demonstrates growth beyond traditional members to engage all educators in the region in a variety of ways.</td>
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<td>· Works to establish reliable streams of revenue.</td>
<td>· Sustains financial viability.</td>
<td>· Diversifies significant and varied revenue streams indicating growth over time.</td>
</tr>
<tr>
<td><strong>Active Collaboration within the Community</strong></td>
<td>· Highlights ASCD programs, products, and services by - Updating the ASCD community on effective presenters, presentation formats, and best practices when asked to do so.</td>
<td>· Integrates ASCD programs, products, and services with affiliate programs by - Building the association’s credibility and visibility in the state, province, or country. - Regularly updating the community on effective presenters, presentation formats, and best practices. - Partnering with other outside organizations to create and increase value of programs, products and services.</td>
<td>· Collaborates with ASCD and other outside associations on programs, products, and services to accomplish shared views and goals, systematically updating the community on effective presenters, presentation formats, and best practices</td>
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<td>· Is occasionally approached by potential contributing partners for future ASCD programs, products, and services.</td>
<td>· Identifies potential contributing partners for future ASCD programs, products, and services.</td>
<td>· Actively recruits potential contributing partners for future ASCD programs, products, and services.</td>
</tr>
<tr>
<td>Influence</td>
<td>A Launching affiliate…</td>
<td>An Impacting affiliate…</td>
<td>A Transforming affiliate…</td>
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| **Activity**         | · Focuses on education issues but works in isolation by  
|                      | - Limiting discussion of education issues to board meetings.  
|                      | · Reviews ASCD positions at the board level and focuses its efforts around the Whole Child.  
|                      | · Initiates affiliate leaders sitting on important committees at the local/state/province/country level.  
|                      | · An affiliate member has attended the ASCD Leadership Institute for Legislative Advocacy in the past.*  
|                      | · Develops and implements an influence plan that supports both local initiatives and the association by  
|                      | - Creating an active committee and a process for identifying upcoming issues and monitors national and state or provincial legislative activities.  
|                      | - Reviewing progress and updating influence plans annually.  
|                      | - Involving affiliate membership in influence activities.  
|                      | - Incorporating ASCD priority language, policy, and practice into influence plan.  
|                      | · Adopts positions in support of ASCD positions and important local issues by accessing research-based information to develop a “common message” around each position, focusing its efforts around the Whole Child.  
|                      | · Has affiliate leaders represent the affiliate on significant education committees and task forces by collaborating with other organizations to advance their affiliate influence plans.  
|                      | · Sends at least one affiliate member to the ASCD Leadership Institute for Legislative Advocacy each year.*  
|                      | · Aligns influence plans and activities strategically with all other plans and activities of the affiliate and ASCD by  
|                      | - Advancing the vision and the achievement of the affiliates’ mission and the ASCD community.  
|                      | - Building and leading coalitions to address issues.  
|                      | - Working on significant projects with other affiliates and ASCD.  
|                      | - Aligning influence work with communication and program work.  
|                      | - Involving membership fully in influence work through publications, programs, and action plans.  
|                      | - Strategically integrating ASCD priorities and initiatives into legislative agenda.  
|                      | · Develops an effective grassroots network built around the Whole Child that influences local/state/province/national priorities by acting on research-based information in a dynamic process for addressing fast-breaking issues and concerns.  
|                      | · Is regularly invited to provide representation from the affiliate on significant education and legislative committees and task forces.  
|                      | · Affiliate sends a team to the ASCD Leadership Institute for Legislative Advocacy every year. * - Includes at least one session on influence in its yearly conference offerings.  
|                      | - Sponsor or co-sponsor legislation at the state level.  
|                      | · Use congresspersons to bring federal town hall or information on education to the state level.  
|                      |

* - Indicates requirements for annual conference.
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<td><strong>Impact</strong></td>
<td>· Has leaders who are aware of their role as education leaders and change agents who initiate activities to begin to get involved. · Has limited opportunities for influence work for membership. · Distributes information to Decision-makers on an ad-hoc basis. · Influence activity evidence is limited to anecdotes.</td>
<td>· Is involved in shaping education policy by encouraging the adoption of ASCD/Affiliate legislative priority language, policy, and practice in local schools and districts. · Increases the value of membership through influence work reflected by increased membership numbers, retention, and engagement. · Distributes information to Decision-makers on a consistent basis. · Tracks results of influence activities to guide future capacity building.</td>
<td>· Can provide evidence of effecting change in policy strategically promoting the adoption of ASCD/Affiliate priority language, policy, and practice at the state/province/national level. · Is recognized as a leading organization on issues of learning, teaching, and leading at the local/state/province/national level. · Is widely considered a reliable source for experts and expertise in education issues because - The affiliate is sought by decision-makers for information, resources, and counsel on important education issues. - Decision-makers cite affiliate policy publications and recommendations. · Has a comprehensive system for monitoring influence activities at all levels of the legislative process.</td>
</tr>
<tr>
<td><strong>Active Collaboration within the ASCD Community</strong></td>
<td>· Board members actively respond to ASCD influence and initiative efforts and actively promote the Whole Child. · Incorporates ASCD influence efforts into communications by posting links to ASCD newsletters and publications in affiliate communications and publications and promoting the Whole Child in its region. · Has developed a system for receiving ASCD legislative actions and initiatives.</td>
<td>· Actively promoting ASCD positions and actively promoting the Whole Child, collaborating with other members of the ASCD community to build the affiliate’s credibility and visibility in the state, province, or region. · Provides stories and samples of successful influence strategies and influence work products by sharing emerging issues from the state, province, or country, and promoting the Whole Child in its region. · Has developed a system for responding to ASCD legislative actions and initiatives.</td>
<td>· Can provide evidence of effecting change in policy by advancing and informing ASCD positions and actively promoting the Whole Child, combining influence systems into a seamless combination of local, state/province/region, and national levels. · Serves as an authoritative voice on issues and a model of advocacy best practices and promoting the Whole Child in its region. · Develops a grassroots network through Educator Advocates to advance ASCD positions by - Routinely delivering a significant response to Educator Advocates Action Alerts. - Collaborating with ASCD and affiliates to accomplish shared influence goals. Applying for Influence Grants to increase influence capacity.</td>
</tr>
<tr>
<td>Community</td>
<td>Activity</td>
<td>Activity</td>
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<td></td>
<td>· Attracts local educators to become members.</td>
<td>· Attracts local educators and professional education stakeholders to become members.</td>
<td>· Attracts local educators, ASCD Emerging leaders, ASCD Student Chapters and professional education stakeholders to become members.</td>
</tr>
<tr>
<td></td>
<td>· Plans to build capacity to support educators at all levels within the region.</td>
<td>· Demonstrates established capacity to engage educators at all levels within the region.</td>
<td>· Expands existing capacity through strategic partnerships that maximizes its impact within its state, province or country.</td>
</tr>
<tr>
<td></td>
<td>· Establishes a working board of directors from all levels of education.</td>
<td>· Maintains a working board of directors that represents diversity in professional roles and geographic distribution.</td>
<td>· Empowers a working board of directors that represents professional and geographic diversity, including ASCD Emerging leaders, ASCD Student Chapters and other ASCD related communities of practice.</td>
</tr>
<tr>
<td></td>
<td>· Advocates for educators who do not have a voice across stakeholder groups.</td>
<td>· Recognized as a trusted voice for all education stakeholder groups.</td>
<td>· Participates in state, provincial or national level education discussions as an invited, respected thought-leader, and is invited by ASCD to speak nationally and globally to important issues in supporting children and the professionals who serve them.</td>
</tr>
<tr>
<td></td>
<td>· Promotes preservice and beginning teachers as they begin their work in the profession.</td>
<td>· Supports preservice and beginning teachers in their professional learning, growth and networking.</td>
<td>· Engages preservice and beginning teachers in their professional learning, growth and networking, offering leadership opportunities, cultivating their journey as lifelong learners, affiliate members, and members of ASCD.</td>
</tr>
<tr>
<td>Community</td>
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</table>
| Impact    | · Develops plan to build an inclusive, vibrant community of professional practice.  
· Welcomes interested local education stakeholders as affiliate members.  
· Establishes at least one partnership with a regional education organization to expand its influence on behalf of its members. | · Fosters an inclusive, vibrant community of professional practice that contributes to the ongoing dialogue of education within the region.  
· Engages interested local education stakeholders as board members, committee members, and agents of change.  
· Maintains a minimum of three partnerships with regional education organizations of closely-aligned mission and vision, to offer added affiliate membership value. | · Thrives as an inclusive, vibrant community of professional practice as a leader in the larger regional professional education community.  
· Champions interested local education stakeholders as important contributors to the evolving work and roles of the affiliate within the larger regional education community and serves as a bridge to additional leadership opportunities with ASCD.  
· Cultivates four or more partnerships with regional education organizations of closely aligned mission and vision, to offer added affiliate membership value, and to create new value for ASCD as the parent organization. |
| Active Collaboration within the Community | · Espouses value in networking with other ASCD Affiliates.  
· Creating affiliate members’ sense of connection to the larger ASCD community by  
  - Offering local value as a community of practice.  
  - Sharing opportunities from ASCD to local educators. | · Demonstrates value of networking with and working collaboratively across all ASCD Affiliates, Connected Communities, Emerging Leaders, Professional Interest Communities and Student Chapters.  
· Creating affiliate members’ sense of connection to the larger ASCD community by  
  - Sustaining local value as a community of practice.  
  - Maintaining an ongoing two-way dialogue with ASCD.  
  - Offering opportunities that bridge the affiliate community to ASCD’s global community. | · Exemplifies a commitment to the value of networking with and working collaboratively value in working collaboratively across all ASCD Affiliates, Connected Communities, Emerging Leaders, Professional Interest Communities and Student Chapters, as well as ASCD committees and offices at headquarters.  
· Creating affiliate members’ sense of connection to the larger ASCD community by  
  - Sustaining local value as a community of practice.  
  - Maintaining an ongoing two-way dialogue with ASCD.  
  - Offering opportunities that bridge the affiliate community to ASCD’s global community.  
  - Adding value to ASCD’s Constituent Services programs as an integrated partner in fostering the ASCD global community. |
<table>
<thead>
<tr>
<th><strong>Sustainability</strong></th>
<th>A Launching affiliate…</th>
<th>An Impacting affiliate…</th>
<th>A Transforming affiliate…</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity</strong></td>
<td>· Registers as a professional association in its state, province or country.</td>
<td>· Incorporates as a business within its state, province or country.</td>
<td>· Is recognized as a nonprofit organization within its state, province or country.</td>
</tr>
<tr>
<td></td>
<td>· Establishes a budget.</td>
<td>· Proposes and approves annual budget to plan for revenue and expenses.</td>
<td>· Maintains a working budget, building a reserve fund for future needs.</td>
</tr>
<tr>
<td></td>
<td>· Identifies its primary target audience.</td>
<td>· Messages to and serves its target audience through an approved strategic plan.</td>
<td>· Expands its target audience to meet educators in multiple roles at multiple stages of their career, regularly gathering data on their needs and interests, and on the affiliate’s effectiveness in meeting those needs and interests.</td>
</tr>
<tr>
<td></td>
<td>· Targets a niche to service primary target audience.</td>
<td>· Builds an affiliate program that meets the needs and interests in an identified niche within the region.</td>
<td>· Expands a niche market to offer comprehensive benefits that add value to affiliate memberships and partnerships.</td>
</tr>
<tr>
<td></td>
<td>· Creates membership dues as a source of revenue.</td>
<td>· Includes membership dues as one component of a portfolio of a revenue generating business model.</td>
<td>· Sustains a comprehensive portfolio of benefits, programs and services that generate revenue to fund the work of the affiliate.</td>
</tr>
<tr>
<td></td>
<td>· Develops programs and services that can generate revenue.</td>
<td>· Offers strategically planned programs and services that are aligned with current trends on the local educational landscape.</td>
<td>· Offers a rich selection of activities and benefits that promote local educators, connect to state educational leaders, and utilize ASCD programs, products and services in delivering a highly-valued total affiliate program.</td>
</tr>
<tr>
<td></td>
<td>· Pays annual taxes.</td>
<td>· Offsets tax debt with deductions.</td>
<td>· Attains tax exempt status.</td>
</tr>
<tr>
<td></td>
<td>· Conducts an annual financial audit.</td>
<td>· Conducts an annual financial and operations audit.</td>
<td>· Hires an independent third party to conduct an annual financial and operations audit.</td>
</tr>
<tr>
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<tr>
<td>Impact</td>
<td>· Plans for building a cash reserve.</td>
<td>· Contributes to its cash reserve annually.</td>
<td>· Funds a cash reserve that covers the affiliate’s operating expenses for at least one financial year.</td>
</tr>
<tr>
<td></td>
<td>· Takes in enough revenue annually to cover its operating expenses.</td>
<td>· Exhibits financial viability through its checking, savings, reserves, and investments record-keeping.</td>
<td>· Demonstrates long-term financial sustainability through a diverse portfolio of revenue streams, anticipated annual expenses, sponsorships and partnerships.</td>
</tr>
<tr>
<td></td>
<td>· Identifies a plan to put a business model in place within the first three years of operation.</td>
<td>· Implements a business model that builds capacity and sustainability for the long-term growth and security of the affiliate that is aligned with the mission and vision of the affiliate and of ASCD.</td>
<td>· Exhibits a thriving economic engine that sustains the work of the affiliate, fuels new opportunities for impact and growth, and provides scalability of staff, programs and services to meet the growing demands of educators, sponsors and partnering organizations within the region.</td>
</tr>
<tr>
<td>Active</td>
<td>· Explores partnerships with likeminded organizations that may generate mutual business opportunities.</td>
<td>· Establishes partnerships with likeminded organizations to accomplish mutual business goals, which may be reviewed and renewed annually, based on their success.</td>
<td>· Maintains partnerships with likeminded organizations to accomplish mutual business goals through formal memoranda of understanding that identify the obligations and benefits to all parties, which may be reviewed and renewed annually, based on their success.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>· Works with Constituent Services and other ASCD affiliates to identify opportunities to build capacity through networking and collaboration.</td>
<td>· Seeks opportunities to collaborate with likeminded organizations and businesses within its region to expand its impact in serving educators and elevating the profession.</td>
<td>· Establishes an active collection of sponsors and partners both within and outside the local education community, providing expanded programs and services, delivering value beyond what the affiliate can offer educators on its own, and re-investing resulting revenue to continue to grow the affiliate.</td>
</tr>
<tr>
<td>within the</td>
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<td></td>
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<tr>
<td>Community</td>
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</table>
Please include at least 2 goals for the coming year, including at least one promoting sustainability, and submit your affiliate’s plan to Constituent Services by December 1, 2022. Thank you.

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>State the goal</td>
<td>Describe what the outcome looks like</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>ADC Category</th>
<th>Point Person</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify one (1)</td>
<td>Who’s responsible</td>
<td>To be completed</td>
</tr>
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<tr>
<th>Milestones</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>List benchmarks of progress</td>
<td>1 per milestone</td>
</tr>
</tbody>
</table>
Each goal must align with a specific descriptor in the [ASCD Affiliate Developmental Continuum](https://www.ascd.org/affiliates/affiliates-homepage): Leadership, Membership, Communications, Professional Learning, Influence, Community or Sustainability.

Please include at least 2 goals for the coming year, including at least one promoting sustainability, and submit your affiliate’s plan to Constituent Services by December 1, 2022. Thank you.

<table>
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<th>Goal 2</th>
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<tbody>
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<td>State the goal</td>
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<table>
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<tr>
<th>Goal 3</th>
<th>Outcome</th>
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Affiliation Agreement
ASCD Affiliates

This is an Agreement made this ___ day of ________, 20___, by and between ASCD, a Virginia nonstock corporation, with offices located at 1703 North Beauregard Street, Alexandria, VA 22311, and the ASCD Affiliate _______________ a nonprofit entity organized under the laws of ____________ (sometimes referred to herein as the "Affiliate"), located at ________________, __________.

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

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

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

NOW, THEREFORE, it is agreed this ___ day of __________, 20__,

1. ASCD recognizes ____________ as an ASCD Affiliate.

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

ASCD will use its best effort to:

a. Offer professional development opportunities for affiliate leaders.

b. Offer access to joint dues services.

c. Promote membership in affiliates.

d. Foster collaboration, resources sharing, and interaction between affiliate leaders.

3. As an Affiliate of ASCD, __________ agrees that it will use its best efforts to:

a. Promote the ASCD and affiliate purpose of continued improvement of learning, teaching, and leadership.
b. Attempt to improve educational practice and policy through programming, advocacy, and strategic alliances according to ASCD guidelines.

c. Organize itself to meet the needs of ASCD members and other educators locally.

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

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

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

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

6. To maintain its status, the Affiliate specifically agrees to:

   a. Carry out its activities consistent with the ASCD Constitution, policies, and protocols.

   b. Evaluate the impact of its programs and services annually and to provide end of year financial information and records to ASCD. Although ASCD may request additional information, it is intended by and between the parties that the Affiliate will provide ASCD annual gross revenue and expense information.

   c. Operate legally in a financially responsible manner as defined by ASCD protocols and explained by ASCD personnel.

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

   e. Provide membership lists to ASCD upon request.

   f. Appoint a paid or volunteer executive director.

7. The Affiliate may contact ASCD Constituent Services with regard to any question, concern, or information needs.
8. ASCD and the Affiliate recognize that circumstances may arise where it is necessary that the Affiliate status of ________________ may need to be suspended or terminated. While an egregious situation may require a prompt suspension or termination, it is contemplated in the Constituent Groups Policies that any disaffiliation shall be a carefully considered event. Sections 500 of the ASCD Constituent Group Policies and 500 of the ASCD Constituent Group Protocols, as such may be amended from time to time, set forth the standards and procedures by which it is intended that disaffiliation, withdrawal, and termination of Affiliate status shall occur. In the event funds are owed by one party to the other at the time of disaffiliation, withdrawal, or termination of Affiliate status, such funds shall be paid within thirty days of the effective date.

9. ASCD has an interest in protecting its name and reputation. Therefore, Affiliate shall immediately advise ASCD of any claim made, threatened, or noted against either ASCD or Affiliate. ASCD shall have the right to take control of any issue involving an adverse claim made against ASCD or Affiliate. Affiliate agrees to hold harmless and indemnify ASCD, its governing board, officers, employees, representatives, and agents from and against any and all costs, losses, damages, liabilities, expenses, demands and judgments, including court costs and attorney’s fees, which may arise out of Affiliate's activities as an ASCD Affiliate, except to the extent such may be caused by the fault or negligence of ASCD.

10. Any notice to either party hereunder must be in writing, signed by the party giving it, and be served either personally or by first-class mail addressed as follows:

**Affiliate Contact Name and Address:**
Walter McKenzie
ASCD Constituent Services
2800 Shirlington Rd, Unit 1001
Arlington, VA  22206

**ASCD Contact Name and Address:**

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

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

13. In connection with this Agreement, Affiliate shall comply with all anti-bribery and anti-money laundering laws, regulations, rules, decrees and official government orders (including court orders) of the United States of America and any other jurisdiction where the Affiliate operates under this Agreement, as well as the standards on fraud and corruption adopted by public international financial institutions (“IFIs”) to the extent they apply to the activities under this Agreement.
14. Affiliate represents, warrants, and covenants that it, its principals, owners, partners, officers, directors, employees, agents, affiliates, representatives, business partners, contractors, subcontractors, and affiliates, have not, and will not, (1) pay, offer, make, give, promise to pay, or authorize, or take any act in furtherance of, the payment of monies or any other thing of value to, or (2) request, agree to receive, or accept any monies, payment, or any other thing of value from, any person (including any public official or any private person), or engage in other acts, if such acts may have caused or may cause the Affiliate, ASCD, or any of their personnel, or any other person acting on behalf of any of them to be in violation of or inconsistent with the anti-bribery or anti-money laundering legislation to which any of them are subject, including, without limitation, (i) the U.S. Foreign Corrupt Practices Act (“FCPA”), (ii) anti-corruption and anti-fraud standards adopted by IFIs such as The World Bank, the Asia Development Bank, and other public development banks, (iii) all other applicable laws, regulations, rules, decrees, and government orders (including court orders) relating to combating bribery in business transactions, (iv) the U.S. Money Laundering Control Act (“MLCA”), and (v) all other applicable laws, regulations, rules, decrees, and government orders (including court orders) relating to money laundering.

15. Affiliate shall comply with all codes, policies, and procedures of ASCD, which may be provided from time to time by ASCD to Affiliate. For purposes of Section 11(b), the prohibition on payments or requests for things of value shall include gifts, entertainment, meals, sponsorship of travel, charitable contributions, political contributions, facilitation payments, and any other thing of value. Affiliate shall not include any such expenditures in any amount charged to ASCD. The sole exception to the foregoing shall be for expenses that are legitimate, bona fide, reasonable in amount, approved in advance and in writing on a case-by-case basis by ASCD, consistent with all applicable laws, regulations, rules, decrees, and orders (including judicial orders), and consistent with applicable codes, policies, and procedures of ASCD. ASCD shall have the right to decline approval of any such transaction for any reason in its sole discretion.

IN WITNESS WHEREOF, the authorized representatives of the parties have executed this Agreement on this ____ day of _______________, 20____.

ASCD

By: ___________________________

_______________________, Affiliate
By: ____________________________
    (Signature and Title)  Executive Director or Treasurer

By: ____________________________
    (Signature and Title)  President

Approved by action of the Board of Directors of

_________________________ (Affiliate) on____________________(date)
Use this template to plan your first year as executive director, identifying strategies, responsible groups, outcomes and target dates.

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<th>Name of Affiliate Executive Director:</th>
<th>Beginning date of service in this role:</th>
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Possible Collaboration with ASCD:
1.
2.
3.

Possible Collaboration with other Affiliates:
1.
2.
3.
Samples of Affiliate Executive Director Job Descriptions

Sample 1—Based on Ohio ASCD Executive Director Job Description
(hired biannually in even numbered years)

The Ohio ASCD Executive Director shall serve at the pleasure of the Executive Board. When the position of Executive Director becomes vacant, the President’s Council with the approval of the Executive Board shall fill the vacancy.

The Executive Director is the Executive Officer/Treasurer of the Affiliate and is responsible to the Executive Board of Ohio ASCD.

The Executive Director assists the Executive Board as a non-voting member, in coordination of Ohio ASCD activities to better facilitate the attainment of the goals of Ohio ASCD.

The Executive Director shall have the following duties:

A. Management Functions
   • Offer a single point of contact with external organizations.
   • Provide an official mailing address for the affiliate.
   • Maintain communications with ASCD, Ohio Department of Education, other ASCD State Affiliates, as well as those making inquiry or requesting information.
   • Assist with the development of the Executive Board agendas and distribute.
   • Consult with Ohio ASCD committee Chairperson(s) as requested.
   • Work with the President Elect to develop annual budget for the Affiliate.
   • Work with the Membership Team to maintain a roster of current members.
      a. Maintain the membership renewal system.
      b. Manage the operation of membership procedures.
      c. Coordinate with ASCD on the Joint Dues Solicitation Program.
   • Supervise, coordinate, and/or provide clerical services to Ohio ASCD within the financial guidelines set forth by the Board.
   • Authorize financial expenditures and disbursements.
   • Maintain financial accounting records.
      a. Serve as custodian of all Affiliate dues.
      b. Establish and maintain all accounts of the Affiliate.
      c. Deposit all monies received.
      d. Pay all budgeted bills authorized by the President and Executive Board.
      e. Prepare financial reports to be presented at all meetings of the Executive Board.
      f. Complete Federal 990 report by November 15th of each year. Send copies to the State of Ohio, Department of Charitable Foundations.
B. Leadership Functions
  • Promote the mission and goals of Ohio ASCD.
  • Assist with arrangements for
    a. Executive Board Meetings;
    b. Conferences, institutes, and workshops sponsored by Ohio ASCD; and
    c. Annual Retreat.
  • Provide guidance and assistance to Ohio ASCD teams and committees.
  • Attend Ohio ASCD conferences, ASCD conferences, and other functions as directed by the Executive Board.
  • Attend all meetings required by ASCD.
  • Develop and maintain a positive professional reputation in the education community and serve as a good ambassador at state, regional, and national meetings.

C. Communications Functions
  • Keep the Executive Board informed of all ASCD initiatives and directives.
  • Assist the Communications in getting published the communication pieces sent to members.
  • Coordinate with the editors to mail the Ohio ASCD newsletter.
  • Coordinate with the Webmaster to keep the Web site current.
  • Coordinate the correspondence of the Affiliate.

Sample 2—Based on Iowa ASCD Executive Director Job Description

Section 1 – The Executive Director is responsible to the Executive Committee of Iowa ASCD.

Section 2 – The basic function of the Executive Director is to better facilitate the attainment of the goals of Iowa ASCD.

Section 3 – Specific responsibilities.

A. Management
  • Supervise the maintenance of the records of the Association.
  • Obtain necessary supplies for both the office and the Association.
  • Maintain an informational clearinghouse of Iowa ASCD activities.
  • Ensure an up-to-date membership record and preparation of periodic membership analysis.
  • Develop an annual calendar of Iowa ASCD activities.
• Maintain and distribute a current Executive Committee handbook.
• Provide for the annual audit of all Association financial activity.
• Provide an official mailing address for the Association.
• Maintain the official papers of the Iowa ASCD organization.

B. Leadership Functions
• Assist with arrangements for
  1. Conferences, institutes, and workshops sponsored by Iowa ASCD.
  2. Displays at meetings of other professional organizations.
  3. Annual summer planning meeting.
• Serve as liaison with other professional organizations.
• Serve as a representative to the Department of Education.
• Attend ASCD Conference and state level organization meetings as a representative of Iowa ASCD.

C. Communications
• Coordinate with the editor to edit and mail the Iowa ASCD THRUST Newsletter.
• Coordinate the development of other publications of the Association.
• Coordinate publication efforts of Iowa ASCD with other educational organizations.
• Devise and implement evaluation procedures for Iowa ASCD publications.
• Coordinate the correspondence of the Association.
• Serve as the official contact for the Association.
• Develop and distribute an annual listing of all professional organization meetings in Iowa.

Sample 3—Based on Massachusetts ASCD Executive Director Job Description

The primary function of the Executive Director is to assist the President and Board of Directors in implementing the policies and strategic plan of MASCD. The Executive Director shall perform such duties as described in the job description or as delegated by the President. Annual priorities are determined by the Board. The base of operations and official address of MASCD shall be the home office of the Executive Director. The Executive Director will provide the Board with periodic updates of his/her activities. In March, each Board member will provide the Governance Committee with a written assessment of the Executive Director’s work. The Governance Committee will prepare a written evaluation, which reflects the opinions of the Board and provides direction for the Executive Director’s future growth and improvement.
Leadership

• Work with the board to implement, review, and revise the strategic plan, constitution, and by-laws.
• Work with the board to develop and give direction to the evolving role of executive director.
• Work with the board to define and implement new functions for members of the board of directors.
• Use priorities set by the board of directors to expand with specific focus on serving the needs of membership in different geographic locations.
• Recommend new programs and services.
• Provide statewide leadership for quality curriculum and instruction.
• Attend MASCD board meetings and programs.
• Attend ASCD meetings: regional meeting, affiliate leadership conference, and international conference.

Management

• Develop and maintain an annual calendar of MASCD activities.
• Provide support and coordination of MASCD programs as needed.
• Work with the finance committee to prepare and implement a long-term financial plan with short-term emphasis on expansion of revenue.
• Work with the finance committee to prepare the annual budget.
• Supervise the maintenance of the records of the association.

Communication

• Serve as the official contact and voice of the organization.
• Work with the publications committee to coordinate and supervise the production of Perspectives and other publications.
• Devise and implement periodic evaluation of association publications and services.
• Maintain regular and varied communication with members and board.
• Maintain dialogue with key personnel of other professional organizations, Department of Education, and legislature.
• Maintain communications with appropriate New England affiliate leaders and ASCD staff.

Sample 4—Based on Hawaii ASCD Executive Director Job Description

The Executive Secretary shall be appointed by the Executive Board for an initial two-year term, subsequently renewable on an annual basis at the Board’s discretion. He or she shall be directly responsible to the Executive Board and shall accept duties and responsibilities assigned by the Executive Board. The Executive Secretary shall receive a fully paid HASCD membership during this appointment.
The responsibilities of the Executive Secretary shall be to

- Provide the link between HASCD and ASCD and represent HASCD at the ASCD Annual Conference. HASCD’s subsidy of convention expenses will be determined by the Executive Board.
- Prepare a written report to the membership on the proceedings of the ASCD Annual Conference no later than the May meeting of HASCD.
- Provide a central address for the Association and redirect mail to the appropriate Board member.
- Provide experience and continuity to Board meetings and activities.
- Maintain Association records and supplies.
- Receive all membership and activity funds and be responsible for their safekeeping and accounting until given to the Treasurer.
- Serve as consultant to the membership.
- Serve as a consultant to the President and the Executive Board on the activities and policies of the Association.
- Contribute information to the newsletter.
- Encourage participation in HASCD and general professionalism throughout the state.

Sample 5—Based on Minnesota ASCD Executive Secretary Job Description

Reports to MNASCD President and Executive Board.

Major functions and attendant responsibilities

1. Membership
   a. Assist membership chair with mailings
   b. Develop and maintain databases of current members.
   c. Generate mailing labels.

2. Conferences
   a. Assist conference chair in conference planning.
   b. Make conference arrangements as directed by the chair.
   c. Conduct conference evaluations

3. Communications
   a. Assist publications editor with printing and mailing of MASCĐ publications.
b. Attend board meetings as a non-voting member.
c. Prepare an annual report to the membership.
d. Coordinate correspondence for the association.
e. Keep organizational documents such as strategic plan, by-laws, contracts, and position statements current.
f. Report regularly to board, members, ASCD, and other affiliates.

4. Elections
   a. Assist the elections chair by preparing and mailing ballots.
   b. Tabulate results and submit to the president.

5. Professional Activities
   a. Attend ASCD executive secretary meeting and ASCD Annual Conference.
   b. Attend Affiliate Leadership Conference in May.
   c. Serve as liaison to other educational organizations.
   d. Represent MASCD at meetings and legislative hearings as requested by the president.

6. Programs and Services
   a. Explore new programs and services to members.

7. Other duties as requested by the MASCD President/Executive Board.

8. Part-time employment involves approximately 10-15 hours per week, to be mutually agreed upon by the applicant and the executive committee of the board.

Applicants will need access to a telephone and fax machine, and will have the ability to use databases, spreadsheets, word processing, and desktop publishing.

TERM: Appointed by the executive board for one year beginning July 1.

A mid-year and end-of-the-year evaluation will be conducted by elected members of the MASCD Executive Board.

Sample 6—Based on North Carolina ASCD Executive Director Job Description
The purpose of the position of Executive Director is to assist the NCASCD President and NCASCD Board in implementing the policies and procedures of NCASCD, an affiliate of International ASCD. The base of operation and official address of NCASCD shall be the home office of the Executive Director.

Services of the NCASCD Executive Director are on a contracted basis at a monthly rate set by the NCASCD Board. Operational expenses are provided for the office including a budget for supplies and communications. Support for travel of the Executive Director on behalf of the Association is also provided in the annual budget. The term of Executive Director is from July 1 to June 30 and renewed annually, a three-year appointment is advisable.

Qualifications:
Membership in ASCD and NCASCD, a graduate degree(s), administrative experience, computer/technology skills, communication and organization skills, and a commitment to NCASCD.

General duties:
• Serve as ex-officio non-voting member at Board and Executive Council meetings.
• Attend all Board meetings, Executive Council meetings, conferences, and other Association activities as determined by the President.
• Attend the ASCD Affiliate Leadership Conference and others as appropriate.
• Assist the President in scheduling Board meetings and preparing agenda.
• Provide the permanent address for the Association.
• Prepare and mail any correspondence as directed by the President.
• Maintain a file of all correspondence for the current year and transfer important letters and documents pertaining to the history of the Association, copies of programs of annual conference, and special programs to the Association’s permanent file.
• Perform any other functions appropriate to the office of the Executive Director, which may be assigned by the Board or through the President.
• Prepare the NCASCD Affiliate Annual Report for ASCD.

Conferences:
• Provide leadership regarding annual conference planning and professional development plans.
• Make arrangements for annual conferences including contracts with hotels, meeting rooms, and other needs.
• Arrange for the solicitation of exhibits for the annual conference.

Financial:
• Assist the President in preparing the proposed annual budget of NCASCD for the Board to consider each April.
• Serve as treasurer of the Association (the treasurer to be bonded as provided in the Association’s by-laws).
• Receive all funds of the Association for immediate deposit in the Association’s bank account.
• Maintain an accounting of all receipts and disbursements of the Association and supervise the work of the bookkeeper. (Every disbursement to include written documentation of the requester and the approval signature of the treasurer; when the request is other than budgeted allocations and from the treasurer in his or her role of Executive Director, the president’s approval signature is required.)
• Monitor the budget and make monthly reports to the President and quarterly reports to the Board.
• Prepare the Association’s tax report for IRS.
• Assist the Annual Audit Committee of the Board in carrying out its duties.

Membership:
• Coordinate membership activities with the Association’s membership chairman.
• Process all membership applications and renewals and maintain the membership database; including a directory by the eight regions and the state.
• Make quarterly membership reports to the Board.
• Maintain records of the joint dues agreement with ASCD.
• Provide name and address labels for regions upon request.

Publications:
• Serve as ex officio member of the Publications Committee.
• Review the preparation, processing, printing, and distribution of Association publications.

Evaluation:
• The job description of the Executive Director shall be the basis for evaluation by the three presidents on an annual basis (president-elect, president, past-president) in their report to the Board each April.
• The job description of the Executive Director to be reviewed annually.
• The three presidents shall prepare a report of their review of the job performance of the Executive Director for the board for the April Board meeting.

Sample 7—Based on New Jersey ASCD Executive Director Job Description

I. Title: Executive Director.
II. Qualifications
- Demonstrated educational leadership.
- Involvement with ASCD or NJASCD.
- Experience working with professional educational organizations.
- Excellent leadership and communication skills.

III. Primary Function: A visionary who will lead the NJASCD membership in the 21st century. The Executive Director is the primary spokesperson for New Jersey ASCD, is fully responsible for the operations and directions of NJASCD, working with NJASCD’s Executive Board and membership, and is the liaison to ASCD.

IV. Reports to: NJASCD President.

V. Conditions of Employment: The term of office will be one year, renewable annually following the annual evaluation. The salary will be reviewed annually by the Executive Board.

VI. Responsibilities

A. Planning and Leadership.
   1. Facilitates the implementation of the strategic plan through the NJASCD officers.
   2. Coordinates annual planning for the officers and membership.
   3. Provides guidance and assistance to NJASCD Regional Director and NJASCD committees.

B. Liaison with the Executive Board.
   1. Coordinates Executive Board agendas with the President.
   2. Mails monthly agendas and minutes.
   3. Provides a monthly Executive Director’s report to the Executive Board.
   4. Attends all Executive Board meetings.
   5. Serves as an ex-officio non-voting member of the Executive Board.

C. Conference and Training Program.
   1. Provides registration for all NJASCD conferences and trainings.
   2. Arranges facilities for NJASCD conferences and trainings, and is the primary contact person.
D. Membership Development.
   1. Maintains membership list.
   2. Processes all membership applications.
   3. Implements strategies for retaining members and recruiting new members.
   4. Coordinates with ASCD on the Joint Dues Solicitation Program.

E. Liaison to ASCD.
   1. Provides a link among NJASCD, the NE Region Affiliates, and ASCD.
   2. Represents NJASCD at all ASCD/Regional functions.
   3. Attends ASCD Annual Conference, regional, and leadership conferences.
   4. Serves as the Guaranteed Representative to the ASCD Board of Directors.

F. Liaison to Other Organizations.
   1. Develops relationships with other educational and professional state organizations.
   2. Investigates linkages to state government agencies.
   3. Is the NJASCD spokesperson for policy issues and represents the NJASCD position.
   4. Represents ASCD at State Department of Education activities.

G. Communications and Public Relations.
   1. Coordinates all NJASCD press releases.
   2. Is the Webmaster for the NJASCD Web page.
   3. Writes a regular column for the NJASCD newsletter.

H. General Office Management.
   1. Receives and responds to NJASCD correspondence.
   2. Maintains NJASCD correspondence files and history.
   3. Provides the permanent address for NJASCD.
   4. Acts as the chief financial officer for NJASCD, working closely with the NJASCD treasurer.
   5. Conducts mailings as required, such as the newsletter and membership renewals.

I. General.
   1. Assists NJASCD officers and the membership in the advancement of NJASCD as needed.
THIS EMPLOYMENT AGREEMENT (the “Agreement”) is made effective as of __________________________ (the “Effective Date”), by and between __________________________________ ASCD, an affiliate of ASCD (the “Affiliate”), with its principal place of business at _______________________________________________________, and ___________________________________________ (the “Executive Director”), whose principal residence is ___________________________________________.

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

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

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

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

1. Terms of Employment; Authority and Responsibilities.

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

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

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

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

(e) Programs:
- Attend the ASCD annual conference and leadership events as appropriate.
- Align affiliate programs with ASCD programs and initiatives.
- Develop program offerings in collaboration with other ASCD affiliates and communities.
- Coordinate all affiliate programs and services.
- Provide leadership regarding planning for professional development events.
- Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
- Oversee influence and advocacy initiatives for the affiliate.
(f) Membership:
- Coordinate membership activities with the Board and designated committees.
- Oversee membership outreach and recruitment efforts.
- Receive and verify ASCD membership roster for the affiliate’s geographic location.
- Maintain records of the joint dues agreement with ASCD.
- Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
- Make quarterly membership reports to the Board.

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

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

2. Compensation and Expense Reimbursement.

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

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

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

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

3. Term; Termination; Termination/Severance Payments.

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

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

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

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

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

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

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

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

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

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

5. Confidentiality.

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

6. Indemnification.

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

7. Miscellaneous.

(a) Assignment. The Executive Director may not assign any part of the Executive Director’s rights or obligations under this Agreement. In the event of any merger, consolidation or reorganization involving the Affiliate, this Agreement shall become an obligation of, inure to the benefit of, and be assigned to, any legal successor or successors to the Affiliate. In the event of the dissolution of the Affiliate, the Affiliate shall be liable to the Executive Director for, and shall pay to the Executive Director in a lump sum cash payment prior to such dissolution, the full monetary amount or equivalent of all compensation that would be due to the Executive Director under Section 2 above through the then-current term of the Agreement. This Agreement may not otherwise be assigned by the Affiliate without the express prior written consent of the Executive Director.
(b) Warranties. Each party hereto covenants, warrants and represents that it shall comply with all laws and regulations applicable to this Agreement, and that it shall exercise due care and act in good faith at all times in performance of its obligations under this Agreement.

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

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

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

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

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

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

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

* * * *

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

By: ____________________________________________

Date: ___________________________________________

THE EXECUTIVE DIRECTOR

By: ____________________________________________

Date: ___________________________________________

* * * * *
AFFILIATE EXECUTIVE DIRECTOR EMPLOYMENT AGREEMENT
Compensated – Abbreviated

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

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

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

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

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

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

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

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

__________________________  ______________
Executive Director          Board President

__________________________  ______________
Date                        Date
AFFILIATE EXECUTIVE DIRECTOR AGREEMENT
Non-Compensated

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

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

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

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

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

1. Terms of Appointment; Authority and Responsibilities.

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

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

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

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

(e) Programs:
− Attend the ASCD annual conference and leadership events as appropriate.
− Align affiliate programs with ASCD programs and initiatives.
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− Coordinate all affiliate programs and services.
− Provide leadership regarding planning for professional development events.
− Make arrangements for professional development events including contracts with exhibitors, hotels, meeting rooms, and other needs.
− Oversee influence and advocacy initiatives for the affiliate.
(f) Membership:
− Coordinate membership activities with the Board and designated committees.
− Oversee membership outreach and recruitment efforts.
− Receive and verify ASCD membership roster for the affiliate’s geographic location.
− Maintain records of the joint dues agreement with ASCD.
− Ensure the accurate processing of all membership applications and renewals and maintain an up-to-date affiliate membership database.
− Make quarterly membership reports to the Board.

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

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

2. Compensation and Expense Reimbursement.

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

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

3. Term and Termination

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

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

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

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

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

6. Indemnification.

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

7. Miscellaneous.

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

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

(c) Headings. Titles or captions of sections or paragraphs contained in this Agreement are intended solely for the convenience of reference, and shall not serve to define, limit, extend, modify, or describe the scope of this Agreement or the meaning of any provision hereof.
(d) Waiver. A waiver by the Affiliate of any breach of this Agreement by the Executive Director shall not be effective unless in writing, and no such waiver shall constitute a waiver of the same or another breach on a subsequent occasion.

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* * * *

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

THE AFFILIATE

By: ____________________________________________

Date: ____________________________________________
THE EXECUTIVE DIRECTOR

By: ____________________________________________

Date: ___________________________________________

* * * * *
AFFILIATE EXECUTIVE DIRECTOR AGREEMENT
Non-Compensated - Abbreviated

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- Assist in the annual financial audit as directed by the Board.

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

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

________________________________________  ____________________________________________
Executive Director                                           Board President

________________________________________  ____________________________________________
Date                                            Date
Executive Director Work Plan

Name: __________________________________________________ Year: __________________________

<table>
<thead>
<tr>
<th>Objective 1:</th>
<th>Aligns with the following Strategic Plan Goals:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>Strategy</td>
<td>Action</td>
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</table>
Executive Director Work Plan

Name: __________________________________________________ Year: __________________________

Objective 2:

Aligns with the following Strategic Plan Goals: ___ 1 ___2 ___3 ___4 ___5

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action</th>
<th>Date</th>
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<td>2.</td>
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Executive Director Work Plan

Name: ___________________________________________ Year: __________________________

Objective 3:

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<tr>
<th>Aligns with the following Strategic Plan Goals:</th>
<th><strong><strong>1</strong></strong></th>
<th><strong><strong>2</strong></strong></th>
<th><strong><strong>3</strong></strong></th>
<th><strong><strong>4</strong></strong></th>
<th><strong><strong>5</strong></strong></th>
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<tbody>
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<td>Strategy</td>
<td>Action</td>
<td>Date</td>
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</tbody>
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Page | 114
Objective 4:

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<tr>
<th>Strategic Plan Goals:</th>
<th><strong>1</strong></th>
<th><strong>2</strong></th>
<th><strong>3</strong></th>
<th><strong>4</strong></th>
<th><strong>5</strong></th>
</tr>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
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</table>
Executive Director Work Plan

Name: __________________________________________________ Year: __________________________

Objective 5:

<table>
<thead>
<tr>
<th>Aligns with the following Strategic Plan Goals:</th>
<th>___ 1___</th>
<th><em><strong>2</strong></em></th>
<th><em><strong>3</strong></em></th>
<th><em><strong>4</strong></em></th>
<th><em><strong>5</strong></em></th>
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<tbody>
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<td>Strategy</td>
<td>Action</td>
<td>Date</td>
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</tbody>
</table>
EXECUTIVE DIRECTOR PERFORMANCE APPRAISAL

Self Evaluation

PART 1
Supervisor to complete.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date of hire:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title:</td>
<td>Time in present position:</td>
</tr>
<tr>
<td>Supervisor:</td>
<td></td>
</tr>
</tbody>
</table>

**Due date for performance appraisal:**

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

PART 2
Employee to complete.

1. What is your understanding of your main duties and responsibilities?

2. Has the past year been good/bad/satisfactory or otherwise for you, and why?

3. What do you consider to be your most important achievements of the past year?

4. What do you like and dislike about working for this organization?

5. What elements of your job do you find most difficult?

6. What elements of your job interest you the most?
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. What elements of your job interest you the least?</td>
<td></td>
</tr>
<tr>
<td>8. What do you consider to be your most important tasks in the next year?</td>
<td></td>
</tr>
<tr>
<td>9. What action could you take to improve your performance in your current position?</td>
<td></td>
</tr>
<tr>
<td>10. What action could your boss take to improve your performance in your current position?</td>
<td></td>
</tr>
<tr>
<td>11. What kind of work would you like to be doing in one year’s time?</td>
<td></td>
</tr>
<tr>
<td>12. What sort of training/experience do you consider would benefit you in the next year?</td>
<td></td>
</tr>
</tbody>
</table>
PART 3
Employee to complete:

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

**RATING SCALE:**

<table>
<thead>
<tr>
<th>I Need Help</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very Good</th>
<th>Exceedingly Good</th>
<th>Excellent</th>
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<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall knowledge of affiliate</td>
<td></td>
</tr>
<tr>
<td>Time management</td>
<td></td>
</tr>
<tr>
<td>Organizational skills</td>
<td></td>
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<tr>
<td>Planning, budgeting and forecasting</td>
<td></td>
</tr>
<tr>
<td>Communication skills</td>
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<tr>
<td>IT knowledge and skills</td>
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<tr>
<td>Meeting deadlines/commitments</td>
<td></td>
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<tr>
<td>Creative problem solving</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td></td>
</tr>
<tr>
<td>Supporting others</td>
<td></td>
</tr>
<tr>
<td>Energy level and work rate</td>
<td></td>
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<tr>
<td>Steadiness under pressure</td>
<td></td>
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<tr>
<td>Leadership</td>
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*If you do not have the opportunity to use a listed skill, please write N/A in the RATING column.*

Thank you for taking the time to complete your employee self evaluation and share your ideas. We value your input.

Your comments will be taken into consideration during your next performance appraisal.
Affiliate Partnerships: Choosing the Right Fit

To revolutionize the way we learn, ASCD’s work is built on three pillars: relationships, practice and process, and innovation and design.

Relationships can take a variety of forms and each brings with it opportunities and challenges. It is important to focus on the why and how, no matter with what type of organization your affiliate or connected community is forming a relationship.

This document focuses on partnerships as a kind of organizational relationship. It will outline the reasons to seek partnerships and the criteria to use when evaluating whether a partnership is appropriate—both from the perspective of the work being undertaken and the type of partner being sought. The information in the document offers some examples of criteria used by ASCD, what we learned from our programs, and what other associations have experienced.

What are Partnerships?
Successful associations form relationships with other organizations in order to do things that they cannot do on their own, and they are entered with self-confidence.

For affiliates, partnerships can be defined as dynamic relationships between two organizations that create mutually agreed on objectives.

Healthy partnerships are based on these characteristics:

- The contributions of each party are complimentary. The outcomes of the partnership will fill a gap or meet a need that neither could do well without the other. A synergy is created when this partnership carries out its work. This is sometimes referred to as a relationship where 1+1=3.
- The partnership is strategic. Through this partnership, each partner will reach its strategic goals. The partnership is formed because it will help the organizations reach new audiences or increase their visibility.
- The goals and values of the partners are aligned. Separate goals for the partnership are often developed, but overall the partnership should help to promote the goals and values of each partner.
- Mutualiy in the benefits, accountability, and influence offered and accrued by each partner are inherent. Rational division of labor is important to the success of the partnership. Each partner brings different resources to the table and participates in decision-making.
- Transparency between partners and with the members/public is essential. The autonomy and confidentiality of each partner is respected while ensuring that the true purposes of the partnership, the outcomes, and the decision-making process are discussed openly between the partners. The relationship between partners should be made obvious to the members/public so that there is clarity about the nature of the relationship.

To Partner or not to Partner?
Organizations generally seek to partner with others in order to do what is not possible on their own. No matter what the partnership will focus around, it is important to consider carefully whether a partnership
and specifically whether “this partnership” is right. What does the field need that your affiliate or connected community cannot provide on its own? It is as important with whom you will not partner with as it is to identify the most appropriate partner for your affiliate or connected community.

Organizations that possess high visibility, credibility, or that can add value are excellent candidates for partnership. Again, the characteristics of healthy partnerships are important to review when being approached by a group seeking to partner with your affiliate or connected community. When using the characteristics as the first level filter, it is especially important to use them in concert with each other. Taken together, the sum total of these characteristics makes up a good relationship. If the partnership lacks any one of the characteristics, the possibility of misunderstandings and failure increases.

Just as ASCD is approached by many organizations who wish to partner with us, your affiliate or connected community may also be sought out by others to work on projects together. Please contact Constituent Programs staff if you are considering a partnership with another organization and you want to explore whether ASCD could partner with you for that work. We have begun to create new synergies in the field and would be glad to discuss an opportunity with you—relying on the criteria in this document to think through the partnership potential with you.

**Criteria to Consider**
The following list of questions can assist you to effectively determine if a partnership is the right one for your affiliate or connected community to enter. These questions are important to consider whether you are seeking a partner or you have been approached to partner. They are a great tool for gathering information and for informing your critical decision-making.

- What is the purpose of this partnership?
- What is the goal of the partnership?
- Does the partnership align with our current strategic priorities and activities?
- What will we accomplish together that we could not accomplish alone? Will this partnership create synergy for this work (1+1=3)?
- What needs in the field will we be able to meet through this partnership that we would not be able to meet otherwise?
- Will this partnership assist us to improve our organization, raise our visibility, or contribute to the development of our members?
- Can we provide adequate resources, including—people, time, technological, or support resources? Can this partner?
- Do we have the capacity to maintain our partnership with this group? To meet the deliverables deadlines?
- Will the partnership produce social capital for our affiliate or connected community?
- Do this group’s goals and values align with our goals and values?
- Will our members view this partnership as being beneficial?
- Is this partner the right one? Does this partner’s reputation reflect well on us?
- What potential conflicts of interest might there be?
• What unintended negative consequences might there be from this partnership, e.g. damage to relationships with allied organizations, misrepresentation or misuse of our name, risk of being “captured” by special interests?
• How is this relationship mutually beneficial? Will the partners realize equal value or benefit from the partnership? If not, have we clearly outlined these differences and do they justify entering into the partnership?
• Are the roles, obligations, and accountability clearly defined? What benefits or considerations will the partners provide to each other?
• Is our role more than providing our brand, member contact information, or acting as a marketing channel?
• How will we evaluate the partnership?
• Is there anything in the partnership proposal that is inconsistent with existing policy or prior board decisions? Would this partnership be consistent with the ASCD affiliation agreement, as well as ASCD policies and protocols?
• If this partnership involves investment of financial resources, are the parameters, responsibilities and expectations reasonably specified?
• What is our return on investment—including membership and financial return? Is it reasonable over the specified term?
• What risks—financial or legal—need to be considered?
• Is there anything in this partnership or with this partner that would jeopardize our tax-exempt status (for US organizations) or our government recognition or certification?

Creating a Written Agreement
Once the organizations have agreed to partner, the best way to ensure that both sides have the same understanding about the roles and responsibilities and measurable outcomes is to develop a written agreement. A letter or memorandum of understanding which outlines the mutually agreed upon work, roles, and fiscal impact will suit most partnerships. However, a complex partnership or an organization’s practice and policies may dictate the use of a contract. Whatever the document, the method for making changes to the roles and responsibilities and to the partnership should be included. The agreement should be signed by a representative of both parties.

Care and Feeding of Partnerships
Any relationship takes time and effort to maintain. Partnerships fall short or fail because one or both parties forget that the agreement to partner is only the beginning of the relationship
Regular and open communication around specific benchmarks and decision-making will keep the partnership moving in the right direction.

Review measures and deliverables regularly and honestly. Meeting agreed upon deadlines is important and equally important is adjusting the deadlines together if they are unattainable.

Volunteer-led organizations that partner with professionally-run organizations sometimes find that the groups have dissimilar expectations about communication and deadlines. Communicate early about changes in organizational capacity—e.g. the volunteers who agreed to carry out this work aren’t meeting deadlines—and work with your partner to create a solution.
Evaluating Partnerships
Be sure to spend time with your partner evaluating both the outcomes of the partnership and the partnership itself. What went well? What could have gone better? What would you change for the future? Have this conversation with your board of directors, too. Do an honest assessment of what you accomplished, what you learned, and how your affiliate or connected community fared in the partnership. Think about the lessons you learned from the partnership and create some documentation or checklists for future partnership discussions. While each partnership is unique, there are underlying premises that cut across.

Consider adding questions to any member surveys you initiate after the event. Were they aware of the partnership and each of the members of the partnership? This is important information to have in order to determine if the partnership increased or decreased your visibility.

Share your Experience
Go beyond using the lessons your affiliate or connected community learned for its own future efforts. Share what you’ve learned from your partnership experience with other ASCD constituent group leaders. Offer advice and consultation to affiliate leaders through our meetings and communications channels.