



**Association of School Business  
Officials International**

# **2013**

## **Committee Manual of Operations**

**ASBO International  
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## INTRODUCTION

ASBO International members who are willing to volunteer their time and expertise are the backbone of the association—a driving force in developing and enhancing association programs and services and in shaping the profession of school business management. Volunteers not only build organizational strength, they also help promote and advocate for the association because of their belief in ASBO International and what the association stands for. Each volunteer brings a unique skill, ability, and perspective. At a time when resources are scarce, member volunteers become extensions of the staff, providing invaluable input and assistance to ensure the association continues to meet the needs of its members and the profession.

ASBO International is not the only benefactor of the work that member volunteers provide; those same volunteers also reap benefits from the work they do. In addition to the satisfaction of giving back to the profession and to their colleagues, member volunteers also are able to increase their skills and knowledge base as they work with their peers. They also gain organizational knowledge that will help them grow the value of their ASBO membership.

Through their work at the association level, volunteer members not only enhance their career goals, they gain visibility, pride, and prestige with their peers, community, and local, state, and federal officials. They also build a network of support that often proves to be one of the most valuable benefits of being a member volunteer. Regardless of the challenge, there's someone who has already faced that challenge and overcome it and who is willing to provide support and encouragement.

Thank you for your commitment to ASBO International, the profession, your colleagues, and your school system. Let's move forward to enhance our skills and knowledge through professional development opportunities and make ours one of the most admired professions.

John D Musso, CAE  
Executive Director  
ASBO International

## ASBO INTERNATIONAL MISSION STATEMENT

ASBO International is a professional association that provides programs and services to promote the highest standards of school business management practices, professional growth, and the effective use of educational resources.

## ASBO INTERNATIONAL COMMITTEES CORE VALUES

Committee Leaders shall

- Provide visionary leadership.
- Demonstrate openness to new ideas.
- Commit to excellence and innovation.
- Engage actively in life-long learning.
- Evaluate committee members' participation and make appropriate recommendations for continuation of membership.
- Value the contribution of individual committee member thought and analysis.
- Value committee member time, expertise, and contributions.
- Embrace the opportunity for committee contributions to the work of the organization.

Committee Members shall

- Embrace the responsibility for awareness of factors that impact the committee's area of professional school business operations.
- Commit to providing for the professional information needs of members.
- Focus on and be responsive to members' needs and key issues.

# ASBO INTERNATIONAL COMMITTEES STRUCTURE

The board of directors shall identify and maintain a committee structure to assist with the issues of association management, to provide timely and expert consultation, and to assist with association programs. The board shall adopt and approve annually a Committee Manual of Operations. The board shall conduct an annual review of the performance of the committees.

## STRUCTURE OF COMMITTEES

### Board of Directors Committees

The board of directors provides direction to the association organization through two committees:

- Executive Committee
- Election Committee

### Professional Committees

ASBO International's professional committees are a diverse group of content leaders and ambassadors working collaboratively to advance the association's strategic direction. Professional committees function as a resource to ASBO staff and members by investigating a specialty area within the field of school business management and reporting findings, providing recommendations, and sharing new information through ASBO focus groups, online services, books and publications, and ASBO Annual Meeting programming. Professional committees focus on specific topics and issues related to the ASBO Professional Standards and develop a process to communicate current relevant issues to board members and government agencies.

### Standing Committees

The ASBO Board of Directors recognizes that certain association matters need continuing attention. These matters are attended to by the standing committees:

- Audit
- Bylaws
- Policy
- Ethics

Standing committees are closely monitored to ensure there is no interference with the operational duties and responsibilities of the association's administration. It takes a majority of seven votes of the board of directors to create a standing committee after its goals and objectives have been clearly set forth.

### Advisory Committees

The advisory committees serve in an advisory capacity to a particular ASBO program or service. These committees act as a resource to ASBO's professional staff and assist the association in serving its members and achieving its objectives. Advisory committees include

- Meritorious Budget Awards
- Certificate of Excellence
- Editorial
- Corporate Members
- ASBO Research and Education Fund (AREF)

### Independent Commissions

From time to time, the board may establish independent commissions to address specific issues of importance that require governance outside of the board of directors. Current independent commissions include the Certification Commission.

## **Ad Hoc Committees**

Ad hoc committees can be formed by the ASBO Board of Directors on an as-needed basis. Ad hoc committees aid in the development and improvement of programs and services that are offered to members of ASBO International. Specific objectives, expectations, and travel reimbursements associated with the ad hoc committees will be handled at the time of the committee development.

## **COMMITTEE POLICIES**

- All committees serve to benefit the greatest number of ASBO members possible and to advance the school business profession.
- Committee meetings may be face-to-face or via teleconference.
- Minutes or a list of decisions made and action items should be compiled by the chair with the help of the staff liaison and distributed to the committee following each committee meeting.
- All committee meetings and conference calls will be held with a minimum of four people, to include the committee chair or vice chair, one committee member, board liaison, and staff liaison.
- Expense reimbursement to committee members for official committee travel will follow the ASBO International Travel Policies.
- Committee members will be provided a committee ribbon to be worn on their name badges at ASBO's Annual Meeting & Expo and will be recognized throughout the year in ASBO publications.
- All committee leaders will take an oath of office at the annual meeting.
- All committee members will be required to follow the requirements set by the board of directors and/or an independent commission.
- Service on a committee is open to any paid, active, life, or emeritus member. Appointments will take into consideration a member's areas of expertise, professional background, and geographic location to ensure full and balanced committees. Staff members accept interested members who meet the above criteria and assign them according to the best interest of the committee and the membership at large.
- Vendor representatives may serve on professional committees as resource persons and must be current ASBO members, employed by a firm providing products and/or services to the school field, and have demonstrated expertise and recognizable skills in the committee's specialty area. Vendor representatives may not hold committee leadership positions. The number of vendors on each professional committee is not to exceed 25% of the total members on each professional committee. There may only be one person per vendor on each professional committee. Vendors must have on record all conflict of interest disclosures and assurance documents required by ASBO International.

## **COMMITTEE DEVELOPMENT OF MATERIALS**

In the event that an individual serves on a committee convened by ASBO International, all products generated by the committee become sole property of ASBO International and no member of the committee may use the project deliverables and intellectual properties or any other works of the group to derive personal gain.

Project deliverables and intellectual properties are defined as but not limited to the following: audio and/or video tapes, manuscripts, PowerPoint presentations, and journal articles.

## COMMITTEE MEMBER APPOINTMENT PROCESS

The following are considered when selecting a chair, vice chair, or member of a committee:

- Committee chairs and vice chairs should have relevant experience in the subject area of the committee.
- If potential members have little or no experience they should want to learn from the committee.
- If potential members have extensive experience, they should want to be there to help others learn.
- Committee make-up should include an appropriate balance of members with varying levels of experience in the committee's subject area.

Chair and vice chair appointments are made by ASBO's Executive Committee for a three-year term of service after nominations are collected from each committee. Interim appointments may be made at any time to fill unexpected vacancies. Chairs and vice chairs can serve in a leadership role for two terms and then wait three years before serving again as a committee chair or vice chair. They may, however, continue on the committee as members.

When a chair or vice chair opening is anticipated, the chair shares the pending vacancy with the entire committee. Those interested in the position state their reasons and the entire committee makes a recommendation to the ASBO Board and staff liaisons (see page 27 for form). The staff reviews recommendations and sends them to the ASBO Executive Committee for approval (per ASBO policy). The appointment or reappointment of committee leaders by the Executive Committee will take into account the candidate's recognized leadership and technical expertise in the committee's interest area(s), previous involvement with the committee, recommendations of the existing committee chair, and reports and recommendations provided by the committee's board and staff liaisons, as well as overall committee feedback. Individuals being considered for a leadership role must have at least one year on the committee before serving in a leadership capacity. (Note: The board may waive these requirements if necessary in the best interest of the organization.)

Committee member appointments are for three-year terms and become effective at any time during the calendar year. Members may serve on only one committee at any given time and will work under the direction of the committee's chair and vice chair. Renewal is based on the active participation of the member in achieving committee goals and objectives. If the board of directors deems that any members do not uphold ASBO's Code of Ethics & Standards of Conduct (see Appendix of ASBO's Professional Standards) the members may be removed from the committee prior to the end of their term.

Any variation to the appointment process of an advisory committee is specified in their section of this committee manual.

### ***Independent Commissions***

Refer to the policies and procedures manual associated with each independent commission for specific details on the appointment process.

## ROLE OF THE BOARD LIAISON

A member of the board serves on each professional committee and advisory committee as a board liaison. The role of the board liaison is to

- Report on committee activities to the board of directors and advocate for the committee to ensure the board is apprised of current issues from the committee.
- Serve as a resource for the committee.

- Help the committee chair coordinate the association's strategic plan and the committee's activities and plans.
- Review the committee's mission and activities and recommend committee membership as appropriate.

## **ROLE OF THE STAFF LIAISON**

A member of the ASBO staff serves on each professional committee and advisory committee as a staff liaison. The role of the staff liaison is to

- Maintain contact with the committee leader throughout the year.
- Work with the chair to evaluate continuing committee membership.
- Serve as a resource for the committee.
- Promote committee membership.
- Monitor committee deliverables quarterly and report to the board of directors.
- Ensure the annual work plan is complete and communicated to all committee members.



# COMMITTEES OF THE BOARD OF DIRECTORS

## COMMITTEES OF THE BOARD OF DIRECTORS

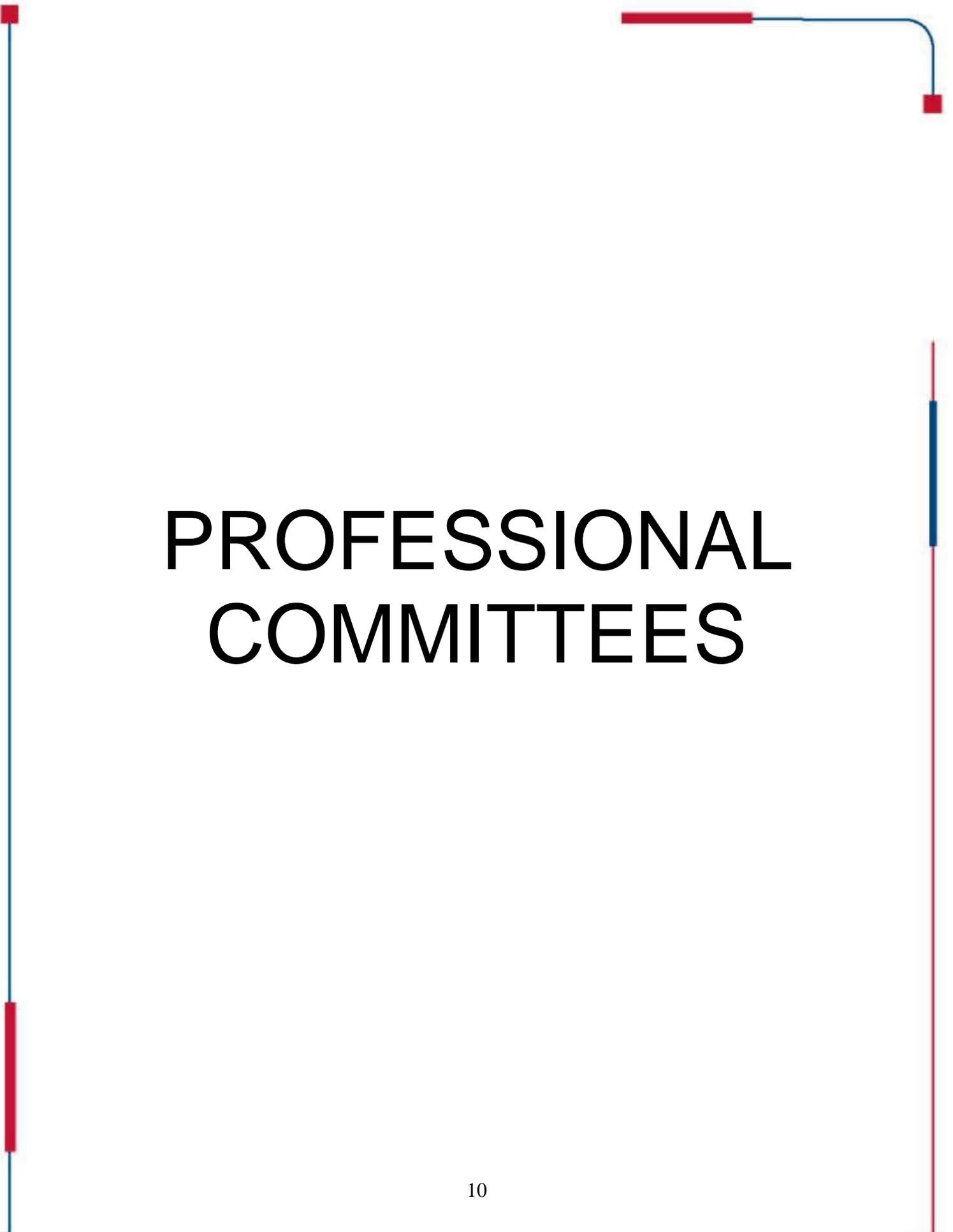
### **EXECUTIVE COMMITTEE**

The Executive Committee shall consist of the three voting officers: president, vice president, and immediate past president. The executive director is an ex-officio non-voting member. The Executive Committee shall exercise powers of the board of directors in the management and direction of the business and conduct of the affairs of the association during the intervals between meetings of the board of directors. It shall keep a record of its proceedings and shall, after each meeting, report the same to the board of directors for its ratification at the next succeeding meeting of the board. Meetings of the Executive Committee in person, by phone, or other electronic means may be called by the president and one other officer of the association on written, oral, or electronic notice to each member of the Executive Committee not less than 24 hours prior to the meeting. A majority of the members of the Executive Committee shall constitute a quorum. There shall be no vote by proxy at the meetings of the Executive Committee.

A resolution may be considered by the Executive Committee upon presentation to all three voting members of the Executive Committee, and such resolution shall become effective if two of the three voting members of the Executive Committee give their approval of such resolution.

### **ELECTION COMMITTEE**

The immediate past president and the executive director shall oversee the elections process. The basic functions of the committee shall be to verify the eligibility of candidates for the offices of vice president and director and to conduct the election.



# PROFESSIONAL COMMITTEES

# PROFESSIONAL COMMITTEES VISION

ASBO International's professional committees are a diverse group of content leaders and ambassadors working collaboratively to advance the association's strategic direction.

## PROFESSIONAL COMMITTEES

### Financial Resource Management:

- **Accounting, Auditing, and Budgeting**  
Enhances understanding of school entity accounting, auditing, and budgeting
- **School Finance**  
Monitors school finance issues that impact school operations

### Human Resource Management:

- **Human Resources and Labor Relations**  
Monitors the complete spectrum of human resource management issues
- **Professional Development**  
Focuses on all aspects of continuing professional development and inservice training needs of school business officials
- **Management Techniques**  
Prepares school business officials for planning the total business operation

### Information Management:

- **Information Systems**  
Focuses on research and reporting on all aspects of technology and the creation of information by which a school entity is managed

### Educational Enterprise:

- **Legislative Affairs**  
Focuses on legislative and regulatory issues to increase visibility and influence among legislators, regulators, the education community, and the general public
- **Legal Aspects**  
Focuses on activities related to the law and regulation of school business matters

### Property Acquisition and Management:

- **Purchasing and Supply Management**  
Focuses on current procurement methods for supplies, equipment, and services needed to operate school entities

### Facility Management:

- **School Facilities Management**  
Works to enhance school facilities management
- **Environmental Aspects**  
Investigates environmental concerns that impact the health and safety of students and staff members

### Ancillary Services:

- **Pupil Transportation**  
Provides information to school business officials on the latest developments and issues affecting the pupil transportation industry
- **Risk Management**  
Develops information to meet the insurance needs of school entities
- **School Food and Nutrition Management**  
Focuses on comprehensive plans for operating school food service programs

## **International:**

- **International Aspects**  
Focuses on all aspects of school business administration internationally

## **Committee Structure**

- Chair
- Vice chair
- Board liaison
- Members
- Staff liaison

## **Committee Roles**

### ***Chair***

- Leads development of committee's annual objectives to align with the ASBO strategic plan and ensures the committee's commitment to the strategic plan
- Leads implementation and completion of the committee's annual objectives
- Develops and mentors committee members to become committee leaders
- Evaluates committee
- Attends the executive leadership forum and annual meeting
- Oversees annual meeting programming selection in concert with the committee members and staff
- Establishes agenda, maintains records, and ensures minutes are taken for committee meetings and conference calls
- Works in concert with the committee members, staff, and board liaisons to establish and meet annual committee goals and objectives
- Promotes committee membership and develops promotional campaigns to attract new committee members
- Helps committee members identify potential presenters and ensures that a committee leader or member serves as a moderator for sessions
- Provides quarterly reports to the ASBO staff liaison
- Coordinates and communicates committee recommendation for official ASBO position on relevant issues to be recommended to the ASBO board
- Works cooperatively with ASBO's strategic partners for the benefit of the entire membership
- Encourages open communication and welcomes diverse perspectives
- Acknowledges and welcomes new committee members
- Fields questions and helps moderate discussions on ConnectEd

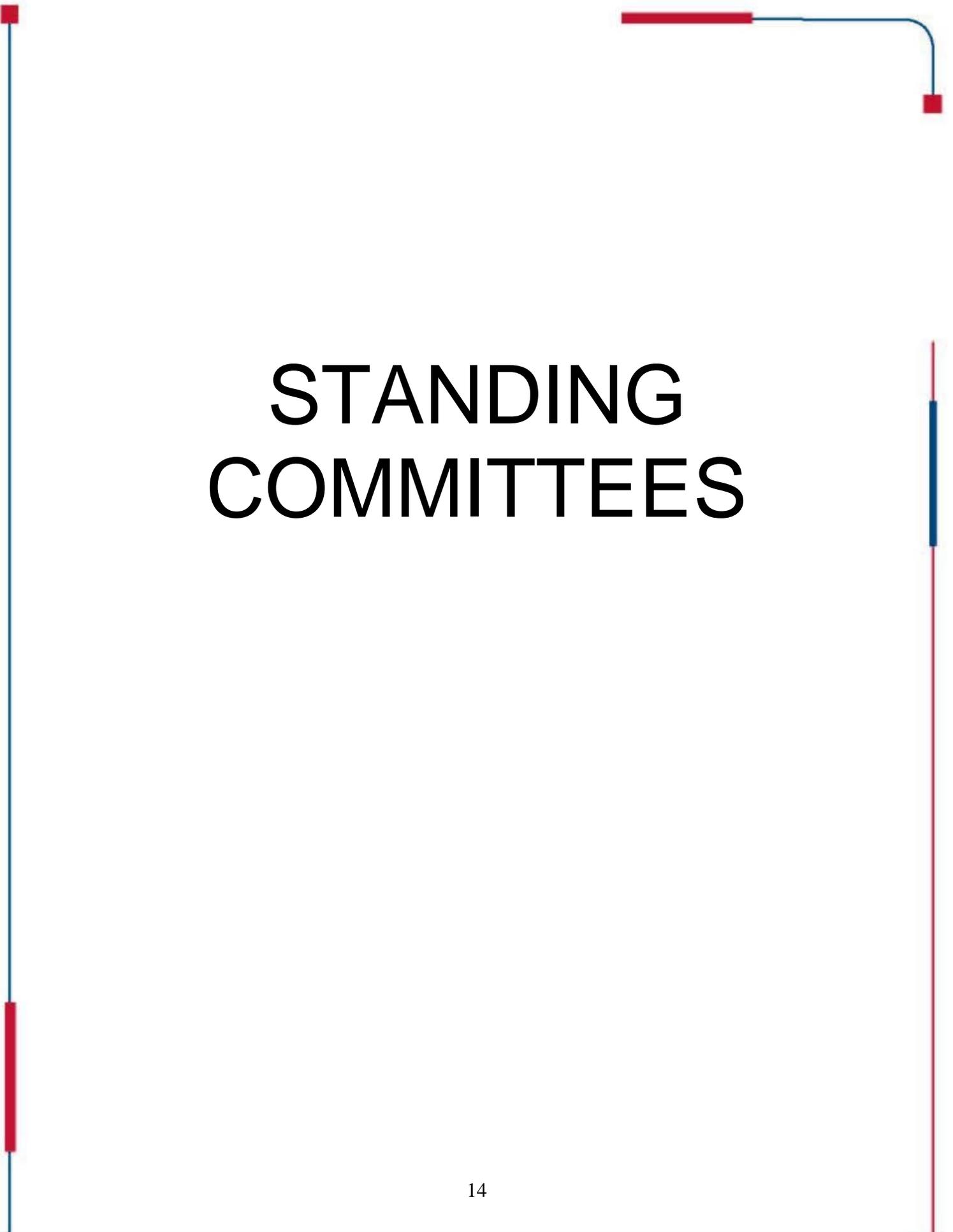
### ***Vice Chair***

- Assists the chair in accomplishing the committee's established objectives
- Attends the executive leadership forum and annual meeting
- Helps the chair and committee members identify potential presenters
- Ensures that a committee leader or member serves as a moderator for sessions
- Works cooperatively with ASBO's strategic partners for the benefit of the entire membership
- Encourages open communication and welcomes diverse perspectives
- Promotes committee membership and develops promotional campaigns to attract new committee members
- Acknowledges and welcomes new committee members
- Fields questions and helps moderate discussions on ConnectEd

### ***Members***

- Actively participate in achieving the committee's goals and objectives
- Attend and participate in the executive leadership forum and annual meeting as often as possible

- Contribute to committee meetings and committee work by participating in a minimum of half of the conference calls and committee-related work activities
- Actively help the chair, vice chair, and ASBO staff liaison recommend program topics for the annual meeting
- Participate in committee-sponsored programs by serving as a presenter or moderator
- Field questions and help moderate discussions on ASBO ConnectEd



# STANDING COMMITTEES

## STANDING COMMITTEES

### **AUDIT COMMITTEE**

The Audit Committee is comprised of the Executive Committee of the board of directors and shall meet and communicate annually with the association's auditor to indicate the scope and depth of the audit and to agree to the conditions of an engagement letter in accordance with the provisions of Policy 4230.

### **BYLAWS COMMITTEE**

The Bylaws Committee receives recommendations for amendments to the ASBO International Bylaws and processes the recommendations in accordance with Bylaws, Article IX, Section 2. Bylaws Amendments.

The Bylaws Committee is comprised of nine members: one chair, two vice chairs, and six committee members. The chair and vice chairs are non-board members and are eligible to serve a three-year term of office. The vice chairs serve on a staggered basis. The six committee members are the current vice president; the two second-year directors of the board, who serve one-year terms based on their rotation on the board of directors; and three volunteers from the ASBO membership at large. The three volunteers serve staggered three-year terms. Volunteers interested in serving on the Bylaws Committee shall notify the president. The Executive Committee confirms the appointments. The association's executive director serves as committee historian.

### **POLICY COMMITTEE**

The Policy Committee provides guidance on the operations of the association by developing and revising policy.

The Policy Committee reviews and updates two sections of the Policy Manual, in sequential order, on an annual basis. The president and the executive director review the policy manual on an annual basis and offer recommended changes to the Policy Committee if necessary. The Policy Committee also suggests such policy changes as are required to conduct the affairs of the association.

The committee is chaired by the association's current vice president, effective each January. The two second-year directors and the executive director serve as members.

### **ETHICS COMMITTEE**

The Ethics Committee monitors, reviews, provides opinions, and, if necessary, recommends action to the board of directors regarding a member of the association relative to disciplinary action or other matters of the association. Using the Professional Standards and Code of Ethics as its guiding principles, the Ethics Committee ensures the highest moral and ethical standards of its members and instills confidence in the industry and credibility of its members.

The Ethics Committee is comprised of five ASBO members, one of which is a board member appointed by the president. The remaining members are nominated by the entire board and the executive director. For consistency, terms are for two years, with one person serving three years. A staff liaison is assigned to the committee.



# ADVISORY COMMITTEES

# ADVISORY COMMITTEES

## MERITORIOUS BUDGET AWARDS ADVISORY COMMITTEE

### **Mission**

The Meritorious Budget Awards (MBA) Advisory Committee serves as a resource for the MBA program. The committee supports the program's missions to promote excellence in the preparation and issuance of budgets through workshops, discussion groups, and seminars associated with the annual meeting and other association events.

### **Committee Structure**

- Chair
- Vice chair
- Board liaisons
- Members (four school business professionals plus one accounting professional or consultant)
- Staff liaison

A member can serve two consecutive three-year terms on the committee. The chair and vice chair can serve an additional three-year term in the leadership position, for a maximum total of nine years on the committee. After being absent from the committee for at least three years, individuals may reapply for membership.

### **Qualifications**

Members who have been involved in the program as a program participant, an auditor or accounting professional for a program participant, or a reviewer or consultant are eligible to serve on the committee.

### **Committee Roles**

#### ***Chair***

- Coordinates the committee's direction with staff liaison, e.g., developing committee meeting agendas and reviewing program materials
- Chairs committee meetings and conference calls
- Develops future committee leadership by mentoring committee members for committee leadership positions and participates in the process of evaluating committee members
- Coordinates committee members' work in identifying program revisions
- Coordinates and directs duties of vice chair and members

#### ***Vice Chair***

- Assists chair as needed
- Coordinates committee members in developing and revising program materials
- Chairs committee meetings in the chair's absence
- Participates in the process of evaluating committee members

#### ***Members***

- Develop and assist in revising program materials such as program application materials, Web pages, workshops, and marketing materials
- Respond to technical questions regarding program guidelines
- Assist in training and retaining program reviewers

# CERTIFICATE OF EXCELLENCE ADVISORY COMMITTEE

## **Mission**

The Certificate of Excellence Committee serves as a resource for the Certificate of Excellence in Financial Reporting (COE) program. The committee supports the program's mission to promote excellence in the preparation and issuance of comprehensive annual school financial reports through workshops, discussion groups, and seminars associated with the annual meeting and other association events.

## **Committee Structure**

- Chair
- Vice Chair
- Board liaisons
- Members (four school business professionals plus one accounting professional or consultant)
- Staff liaison

A member can serve two consecutive three-year terms on the committee. The chair and vice chair can serve an additional three-year term in the leadership position, for a maximum total of nine years on the committee. After being absent from the committee for at least three years, individuals may reapply for membership.

## **Qualifications**

Members who have been involved in the COE program as a program participant, an auditor or accounting professional for a program participant, or a reviewer or consultant are eligible to serve on the committee.

## **Committee Roles**

### ***Chair***

- Coordinates the committee's direction with staff liaison, e.g., developing committee meeting agendas and reviewing program materials
- Chairs committee meetings and conference calls
- Develops future committee leadership by mentoring committee members for committee leadership positions and participates in the process of evaluating committee members
- Coordinates committee members' work in identifying program revisions
- Coordinates and directs duties of vice chair and members

### ***Vice Chair***

- Assists chair as needed
- Coordinates committee members in developing and revising program materials
- Chairs committee meetings in the chair's absence
- Participates in the process of evaluating committee members

### ***Members***

- Respond to technical questions regarding program guidelines
- Assist in training and retaining program reviewers
- Develop and assist in revising program materials such as program application materials, Web pages, workshops, and marketing materials

## **ASBO RESEARCH AND EDUCATION FUND ADVISORY COMMITTEE**

### **Mission**

The ASBO Research and Education Fund (AREF) Advisory Committee works to manage the revenues and expenditures of the ASBO Research and Education Fund. Committee members contribute their efforts to generating revenue, tracking the fund balance, considering and approving or denying requests for funding, and making recommendations to the ASBO Board for the use of AREF funding. The committee establishes and maintains, as necessary, a set of procedures for accomplishing these tasks.

### **Committee Structure**

- Chair
- Board liaison
- Members (Maximum of six)
- Staff liaison

### **Qualifications**

Members of this committee should come from a variety of perspectives within the organization, including affiliate leaders as well as regular and corporate members.

### **Committee Roles**

#### ***Chair***

- Calls meetings of the AREF Advisory Committee as needed
- Requests a report on the AREF balance and transactions from ASBO at least quarterly or as needed
- Receives requests for projects to be funded
- Initiates and supports ideas for generating revenue for the AREF
- Solicits ideas for projects to be funded

#### ***Members***

- Participate in meetings called by the chair
- Review requests for projects to be funded by the AREF
- Support and participate in projects designed to generate revenue for the AREF

## **EDITORIAL ADVISORY COMMITTEE**

### **Mission**

The Editorial Advisory Committee works to strengthen the association's membership magazine, *School Business Affairs*. Committee members make recommendations and otherwise assist the *School Business Affairs* editor in producing a high-quality, useful, and balanced magazine covering the school business management field.

### **Committee Structure**

- Chair
- Vice chair
- Board liaison
- Members (Maximum of eight)
- Staff liaison

### **Qualifications**

The committee is comprised of ASBO International members who are school business officials or academicians in a field directly related to school business administration. The committee membership is to be geographically representative.

## **Committee Roles**

### **Chair**

- Chairs meetings and assists ASBO staff in setting agenda
- Coordinates committee members' work in identifying pertinent topics, articles, and authors for *School Business Affairs*
- Directs an annual committee critique of *School Business Affairs*
- Coordinates and directs duties of vice chair and members
- Participates in the process of evaluating committee membership

### **Vice Chair**

- Chairs committee meetings in the chair's absence
- Participates in the annual process of evaluating committee members

### **Members**

- Identify themes, authors, and articles for *School Business Affairs*
- Review selected articles for *School Business Affairs*
- Participate in critiques of *School Business Affairs*

## **CORPORATE MEMBERS ADVISORY COMMITTEE**

### **Mission**

The Corporate Members Advisory Committee works to strengthen the communication network between corporate members, active members, exhibitors, and the ASBO Board of Directors. The committee serves as a valuable resource to the ASBO Board and staff in their efforts to increase the number of corporate members and annual meeting exhibitors, encourage active participation in accordance with standards of exhibitor conduct, and enhance the participant experience for both groups.

### **Committee Structure**

- Chair
- Vice chair
- Board liaison
- Executive director
- Members
- Staff liaison

### **Qualifications**

Each member of the Corporate Members Advisory Committee must be a corporate member of ASBO International in good standing. ASBO reserves the right to limit the size of the committee to ensure its effectiveness.

### **Terms**

All members of the CMAC committee can serve the committee indefinitely as long as they meet the minimum membership requirement. The vice chair shall serve a one-year term as vice chair and then move to a one-year term as committee chair. The vice chair shall be selected by the CMAC committee via committee consensus and recommended to the ASBO Board for approval. If vacancies occur, the CMAC committee will recommend a replacement to be approved by the ASBO Board.

## Committee Roles

### **Chair**

- Presides over committee meetings and assists ASBO staff in setting agenda
- Serves as committee liaison to the ASBO Board
- Is invited to attend all ASBO meetings at own expense
- Provides input regarding determination of cities for annual meeting that would be beneficial to members and exhibitors

### **Vice Chair**

- Assists the committee chair as needed
- Assumes the role as chair in the event the chair is absent or unable to complete the assigned term
- Is invited to attend all ASBO meetings at own expense

### **Members**

- Work with ASBO to improve the exhibitor experience at ASBO's conferences
- Grow and strengthen relationships between ASBO's active members and corporate members
- Suggest topics, authors, and content for the *Corporate Corner* column in *School Business Affairs*
- Work with ASBO staff to identify hot topics, suggest potential speakers, and develop learning opportunities for exhibitors and corporate members
- Advise on exhibit rules and schedules, and exhibitor standards of conduct
- Act as liaisons between ASBO and exhibiting firms (current and potential)
- Provide onsite support to include, but not limited to, contributing to the exhibitor orientation as peer experts
- Review the annual meeting exhibitor survey
- Recommend and assist in developing traffic-building ideas for the exhibit hall
- Review and compare what other associations in the industry are doing with exhibits



# SUPPLEMENTAL MATERIALS

## **PROFESSIONAL DEVELOPMENT PROGRAMMING**

### **Executive Leadership Forum**

The ASBO Executive Leadership Forum is a professional development opportunity as well as an opportunity for committees to complete work assignments. This is an opportunity for the committees to develop the programming for the Annual Meeting.

Partial financial support will be provided to pay the expenses (travel and lodging) of chairs and vice chairs to attend the ASBO Executive Leadership Forum.

### **Annual Meeting Programming**

The professional committees identify and monitor topics in school business management. Planning for the ASBO Annual Meeting begins with the distribution of a Call for Presentations to all members and past presenters after the prior year's annual meeting. Programs are finalized at the following Executive Leadership Forum. Copies of the program listing are sent to committee leaders for review prior to the publication of program materials. During the annual meeting, committee members serve as moderators to participate in and monitor program content.

#### **Criteria for session selection:**

- How relevant and current is this topic to the school business management profession?
- What is the quality of the speaker(s)? (If a past presenter, review last year's evaluations or recommendations.)
- Is this presentation from a member, non-member, or company?
  - a. Priority is given to members, non-members, and government agencies.
  - b. If a company applies, consider the following:
    1. Priority is given to sponsors/partners of ASBO.
    2. Is the session being presented with a school business official?
    3. What are the presenter's credentials and expertise in the field outside of his/her employment?
    4. Is it evident that this presentation is not a commercial for their product?
    5. If found unsuitable, would a change make the proposed session better?

#### **Presenter Compensation:**

All presenters must be paid registrants at the annual meeting. Request for funding forms are available.

1. Presenters may apply for an honoraria and/or complimentary registration by submitting a Request for Funding form explaining the reason for the request.
2. ASBO will review funding requests on a case-by-case basis and will notify each presenter as to whether the request has been approved and, if approved, the amount of the funding granted.
3. Priority for funding will be given to ASBO members and partners.

## **COMMITTEE REPORTS**

### **Annual Objectives**

The committee goals and objectives are determined by the committee with input from the ASBO Board of Directors.

### **Committee Evaluation**

Evaluation of committee performance and how it relates to ASBO International's strategic plan is monitored continuously by the staff liaisons and analyzed annually by the board of directors. Where a committee is not delivering benefit for ASBO membership, the ASBO Board, ASBO staff, or advancing the school business profession, the board may take action to reconstitute the committee as appropriate. Staff will provide the committees with a year-end committee accomplishment report at the annual meeting.

## ASBO INTERNATIONAL 2013 PROFESSIONAL COMMITTEES STRUCTURE

Effective January 1, 2013

PROFESSIONAL COMMITTEE	PROFESSIONAL STANDARDS	BOARD LIAISON	STAFF LIAISON
1. Accounting, Auditing, and Budgeting	Financial Resource Management	Jennifer Bolton-Carls	Jay Snyder
2. School Finance		Terrie Simmons	Jay Snyder
3. Professional Development	Human Resource Management	Brenda Burkett	Jay Snyder
4. Human Resource Management		Mindy Stooksbury	Jay Snyder
5. Management Techniques		Claire Hertz	Jay Snyder
6. Information Systems	Information Management	Mark Pepera	Jay Snyder
7. Legal Aspects	Educational Enterprise	Jennifer Bolton-Carls	Jay Snyder
8. Legislative Affairs		Brian Mee	Jay Snyder
9. Purchasing & Supply Management	Property Acquisition & Management	Ron McCulley	Jay Snyder
10. Environmental Aspects	Facility Management	Tom Wohlleber	Jay Snyder
11. School Facilities Management		Ron McCulley	Jay Snyder
12. Risk Management	Ancillary Services	Brenda Burkett	Jay Snyder
13. Pupil Transportation		Claire Hertz	Jay Snyder
14. School Food & Nutrition (AFHK)		Mindy Stooksbury	Jay Snyder
15. International Aspects	International	Mark Pepera	Jay Snyder

## ASBO International 2013 ADVISORY AND STANDING COMMITTEES STRUCTURE

Effective January 1, 2013

STANDING COMMITTEES	BOARD REPRESENTATION	BOARD POSITIONS	STAFF LIAISON
Audit	Ron McCulley Terrie Simmons Brian Mee	President Vice President Immediate Past President	John Musso
Bylaws	Terrie Simmons Mindy Stooksbury Claire Hertz	Vice President 2 <sup>nd</sup> Year Director 2 <sup>nd</sup> Year Director	John Musso
Policy	Terrie Simmons Mindy Stooksbury Claire Hertz	Vice President 2 <sup>nd</sup> Year Director 2 <sup>nd</sup> Year Director	John Musso
Ethics	Brian Mee	Past President	John Musso
ADVISORY COMMITTEES	BOARD LIAISON	BOARD POSITION	STAFF LIAISON
COE	Tom Wohlleber Claire Hertz Mark Pepera	1 <sup>st</sup> Year Director 2 <sup>nd</sup> Year Director 3 <sup>rd</sup> Year Director	Virginia Boehringer
MBA	Jennifer Bolton-Carls Mindy Stooksbury Brenda Burkett	1 <sup>st</sup> Year Director 2 <sup>nd</sup> Year Director 3 <sup>rd</sup> Year Director	Virginia Boehringer
Editorial	Terrie Simmons	Vice President	Siobhan McMahon
Corporate Members	John Musso Brian Mee	Executive Director (Policy) Immediate Past President	Angie Tombul
BOABOARD COMMITTEESRD COMMITTEES	BOARD LIAISONS	BOARD POSITION	STAFF LIAISON
Executive	Ron McCulley Terrie Simmons Brian Mee	President Vice President Immediate Past President	John Musso
Election	Brian Mee	Past President	Angie Tombul



# ASBO INTERNATIONAL COMMITTEE LETTER OF AGREEMENT

I, \_\_\_\_\_, promise to perform, to the best of my ability, the following roles during my term as  Chair  Vice Chair of the

\_\_\_\_\_ Committee.

## **Chair**

- Leads development of committee's annual objectives to align with the ASBO strategic plan and ensures the committee's commitment to the strategic plan
- Leads implementation and completion of committee's annual objectives
- Develops and mentors committee members to become committee leaders
- Attends the ASBO Executive Leadership Forum and ASBO Annual Meeting
- Oversees annual meeting programming selection in concert with the committee members and staff
- Establishes agenda, maintains records, and ensures minutes are taken for committee meetings and conference calls
- Works in concert with the committee members, staff, and board liaisons to establish and meet annual committee goals and objectives
- Promotes committee membership and develops promotional campaigns to attract new committee members
- Assists committee members in identifying and locating potential presenters and ensures that a committee leader or member serves as a moderator for session.
- Provides quarterly reports to the ASBO staff liaison
- Coordinates and communicates committee recommendation for official ASBO position on relevant issues to be recommended to ASBO Board
- Works cooperatively with ASBO's strategic partners for the benefit of the entire membership
- Does not allow personal opinions to affect the dynamics of programming, but fosters a wide range of programming options for the diverse needs of our membership
- Acknowledges and welcomes new committee members
- Fields questions and helps moderate discussions on ConnectEd

## **Vice Chair**

- Helps the chair accomplish the committee's established objectives
- Attends the ASBO Executive Leadership Forum and ASBO Annual Meeting
- Helps chair and committee members identify potential presenters
- Ensures that a committee leader or member serves as a moderator for sessions
- Works cooperatively with ASBO's strategic partners for the benefit of the entire membership
- Does not allow personal opinions to affect the dynamics of programming, but fosters a wide range of programming options for the diverse needs of our membership
- Promotes committee membership and develops promotional campaigns to attract new committee members
- Acknowledges and welcomes new committee members
- Fields questions and helps moderate discussions on ConnectEd

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

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

## ASBO INTERNATIONAL CONFLICT OF INTEREST POLICY

The Conflict of Interest Policy of the Association of School Business Officials International “Organization” (1) defines conflicts of interest; (2) identifies classes of individuals within the Organization covered by this policy; (3) facilitates disclosure of information that may help identify conflicts of interest; and (4) specifies procedures to be followed in managing conflicts of interest.

Persons covered by this policy must avoid both actual and apparent conflicts of interest that would interfere with their ability to discharge their fiduciary responsibilities to the Association of School Business Officials International (“ASBO”). ASBO expects its elected leaders, volunteer leaders and staff to follow ethical standards, to be in compliance with all laws, and to avoid any conflict of interest, or appearance of such, including having their titles or affiliation used to publicize personal or company activities, programs, or events (especially those conducted for private profit).

*(Policy adopted: 11/08)*

### **i. Definition of conflicts of interest**

A conflict of interest arises when a person in a position of authority over the Organization may benefit financially from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons.

The term “conflict of interest” includes, but is not limited to, circumstances where a Volunteer Leader, or a member of his or her immediate family:

- has any financial or other proprietary interest in any entity supplying (or seeking to supply) goods or services to ASBO;
- receives any substantial benefit from a third party on account of that party's past, present, or future business relationship with ASBO;
- receives any substantial financial benefit from a pending decision of ASBO;  
or
- serves as an officer, director or committee member of any competing organization, i.e., any nonprofit or business enterprise whose purposes, products, and/or services compete with those of ASBO.

## **ii. Individuals covered**

Persons covered by this policy are the Organization's officers, directors, chief employed executive, staff members, committee members, or other ad hoc or task force members that may from time-to-time be appointed by the Board of Directors or the chief employed executive.

## **iii. Facilitation of disclosure**

Persons covered by this policy will annually disclose or update to the President of

the board of directors or the Executive Director on a form provided by the Organization, their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members. Should the disclosure be made to the Executive Director, the Executive Director will notify the President of the Board of Directors, unless the President has disclosed the conflict. Should that occur, the Vice President of the Board of Directors will execute this policy acting in place of the President of the Board of Directors.

## **iv. Procedures to manage conflicts**

For each interest disclosed to the President of the Board of Directors or the Executive Director, the President will determine whether to: (a) take no action; (b) assure full disclosure to the Board of Directors and other individuals covered by this policy; (c) ask the person to recuse themselves from participation in related discussions or decisions within the Organization; or (d) ask the person to resign, become subject to possible removal in accordance with the Organization's removal procedures. The Organization's chief employed executive and chief employed finance executive will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the President of the Board of Directors in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

## ACKNOWLEDGMENT AND DISCLOSURE FORM

I have read the Association of School Business Officials International's Conflict of Interest Policy set forth above and agree to comply fully with its terms and conditions at all times during my service as an officer or director of the board of directors, volunteer leader, appointed leader, or staff member. If at any time following the submission of this form I become aware of any actual or potential conflicts of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the President of the ASBO Board of Directors and/or the ASBO Executive Director in writing

Disclosure of Actual or Potential Conflicts of Interest:

Competing organization(s) to which I belong:

Other companies or businesses I hold leadership positions in, or boards I serve on:

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

Signature\_\_\_\_\_

Title\_\_\_\_\_

Date\_\_\_\_\_

# Antitrust Guide for Association Members

## A Brief Outline of Procedures to Maintain Compliance with the Law

### Application of Antitrust Laws to Association Activities

Associations are subject to strict scrutiny under both federal and state antitrust laws and must proceed with extreme caution in certain areas of activity to ensure against violation of the federal antitrust laws and antitrust statutes that have been adopted by most states.

There are both civil and criminal penalties that can be imposed for violating the antitrust laws.

### The Sherman Act and the Federal Trade Commission Act

The most important antitrust statutes relating to association activities are Section 1 of the Sherman Act and Section 5 of the Federal Trade Commission Act. Section 1 of the Sherman Act prohibits “contracts, combinations, or conspiracies...in restraint of trade prices.” Section 5 of the Federal Trade Commission Act prohibits “unfair methods of competition in or affecting commerce.”

### Penalties for Violation of the Antitrust Laws

Federal antitrust laws may be enforced against association (and their members and staff) both by government officials and by private parties. In both cases, penalties are severe.

### Antitrust Problem Areas of Association Activities

#### Price-Fixing

Experience shows that association members are most likely to violate, and the government is most likely to strictly enforce, the price-fixing prohibitions of the Sherman and Federal Trade Commission Acts.

#### Agreement to Divide Customers or Territory

The antitrust laws expressly prohibit any understanding or agreement between competitors or members of an association involving division or allocation of customers or territory

#### Membership Restrictions

Assuming that an association provides an essential economic benefit, the denial of membership to an applicant or the denial of access to the services to nonmembers may constitute a restraint of trade because such a denial may limit the ability of the applicant or nonmembers to compete. Therefore, membership criteria must be carefully established with a view toward avoiding antitrust problems, as well as the policy regarding access to nonmembers.

#### Standardization and Certification

An association that develops voluntary industry standards may face antitrust problems if such a standard is not carefully developed and reasonably applied. Similarly, association certification activities must be administered in a nondiscriminatory manner.

#### Industry Self-Regulation

Associations commonly establish codes of ethics for their members, including procedures for enforcement of such codes. The association must exercise care if it seeks to enforce its code in order to avoid antitrust problems.

## How to Avoid Antitrust Problems

Associations should adopt the following rules in order to ensure against unintentional violations of the antitrust laws.

### **General Operating Procedures**

1. A full description of the association's intention to comply fully with the antitrust laws should be included in its bylaws or in a written policy statement of the association.
2. All members of the board of directors of the association should receive a copy of the association's antitrust policy statement, detailing what can and cannot be done at association meetings.
3. The association's legal counsel should update members concerning antitrust problems periodically and should formalize the association's antitrust compliance program.
4. The association's legal counsel should approve in advance all new association programs or changes in existing programs that may have potential antitrust implications. In this regard, special attention should be given to statistical reporting and credit reporting programs.
5. All association meetings should be regularly scheduled, and members should never hold "rump" meetings.
6. An agenda should be prepared for each meeting of the association, and the agenda should be reviewed by advance by legal counsel.
7. Legal counsel should be present at all meetings of the board of directors and at any other meeting at which sensitive issues will be discussed.
8. The minutes of all meetings should be approved by legal counsel. The minutes should reflect the association's policy of compliance with the antitrust laws.
9. The minutes of all association meetings should be accurate and the association executive should never sign minutes that have been doctored, that are incomplete, or that have not been approved by legal counsel.

10. Any action by the association or its board of directors that has the effect of rejecting membership applications should not become final without approval by legal counsel.
11. The association should develop a form record retention program.
12. No association staff member should have the authority to communicate with officials of the Federal Trade Commission or the Antitrust Division of the Department of Justice without prior approval of the association's legal counsel.

### **Membership Policy**

The association should not:

1. Exclude certain competitors from membership in the association especially if there is arguably an essential business advantage of being a member.
2. Restrict members from dealing with the nonmembers.
3. Limit access to information developed by the association unless such limitation is firmly grounded upon the need to protect trade secrets.

### **Self-Regulation and Codes of Ethics**

The association must not:

1. Adopt regulations or policies that have price-fixing implications, such as prohibitions on advertising of prices, or that unreasonably restrict the ability of any member or group of members to compete.
2. Require members to refrain from dealing with a member who has violated the association's code of ethics.
3. Enforce the code of ethics arbitrarily.
4. Impose unreasonably severe penalties for violation of a code of ethics.

### ***Topics of Discussions that Must Be Avoided at Association Meetings***

1. Current or future prices (great care must be taken in discussing past prices)
2. What constitutes a "fair" profit level
3. Possible increases or decreases in prices
4. Standardization or stabilization of prices
5. Pricing procedures
6. Cash discounts
7. Credit terms
8. Control of sales
9. Allocation of markets
10. Refusal to deal with a corporation because of its pricing or distribution practices.
11. Whether or not the pricing practices of any industry member are unethical or constitute an unfair trade practice.

## PROFESSIONAL COMMITTEE LEADER TRAVEL POLICIES FOR THE 2013 EXECUTIVE LEADERSHIP FORUM

The following are the travel policies for the Professional Committee leaders' travel to the 2013 Executive Leadership Forum.

The following are eligible for travel reimbursement:

1. Chairs/vice chairs of the following committees:
  - **Accounting, Auditing, and Budgeting**
  - **School Finance**
  - **Human Resources and Labor Relations**
  - **Professional Development**
  - **Management Techniques**
  - **Information Systems**
  - **Legislative Affairs**
  - **Legal Aspects**
  - **Purchasing and Supply Management**
  - **School Facilities Management**
  - **Environmental Aspects**
  - **Pupil Transportation**
  - **Risk Management**
  - **School Food and Nutrition Management**
  - **International Aspects**
2. Others as approved.

### **Policies:**

1. Registration for the 2013 Executive Leadership Forum will be at the chair and vice chair's expense.
2. ASBO will pay up to \$300 for airfare and mileage expenses for each committee chair and vice chair. Members outside of the Continental U.S. will work with ASBO staff to get the most economical fare. ASBO will reimburse up to \$600 for these situations. The executive director has the final approval for any unusual circumstances.
3. ASBO will pay for one hotel night at the Executive Leadership Forum headquarters hotel.
4. ASBO will provide meals at the conference for attendees. Any meals outside of the conference will be at the traveler's expense.
5. ASBO will not pay any travel incidentals (parking, cabs, etc.); these are at the traveler's expense.
6. To receive reimbursement, ASBO must receive the individual's travel reimbursement form within 30 days of the travel.