

2012

Articles of Incorporation

Bylaws

Beliefs and Policies

PSBA Standards for
Effective School Governance

PSBA Code of Conduct
for Members of
Pennsylvania School Boards



MISSION STATEMENT

The mission of the Pennsylvania School Boards Association is to promote excellence in school board governance through leadership, service and advocacy for public education.

In this publication are the association's bylaws, as approved Oct. 16, 2008, the Beliefs and Policies, PSBA Standards for Effective School Governance and a PSBA Code of Conduct for members of Pennsylvania School Boards. School officials are encouraged to review and retain this publication for future reference. Additional copies are available by writing PSBA.

TABLE OF CONTENTS

ARTICLES OF INCORPORATION	3
I. Name	3
II. Address	3
III. Purposes	3
IV. Receiving Gain or Benefits	4
V. Duration	4
VI. Original Incorporators	4
VII. Original Directors	4
VIII. Capital Stock	5
IX. Seal	5

BYLAWS OF THE PENNSYLVANIA SCHOOL BOARDS ASSOCIATION, INC.	5
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ARTICLE

I. Membership	5
II. Dues	7
III. Board of Directors	9
IV. Officers	10
V. Committees	15
VI. Regions, Regional Directors and Regional Cabinets	20
VII. Departments, Conference and/or Federated Groups	23
VIII. Legislative Policy Council	25
IX. Executive Director and Staff	26
X. Association Meetings	27
XI. Miscellaneous	28
XII. Revision of Bylaws	29

BELIEFS AND POLICIES OF THE PENNSYLVANIA SCHOOL BOARDS ASSOCIATION	31
---	----

PSBA STANDARDS FOR EFFECTIVE SCHOOL GOVERNANCE	37
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PSBA CODE OF CONDUCT FOR MEMBERS OF PENNSYLVANIA SCHOOL BOARDS	39
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ARTICLES OF INCORPORATION

ARTICLE I – NAME

The name of this corporation shall be the Pennsylvania School Boards Association, Inc.

ARTICLE II – ADDRESS

The location and post office address of the initial registered office in this commonwealth shall be 410 North Third Street, Harrisburg, Dauphin County, Pennsylvania 17101 (*now 400 Bent Creek Blvd., Mechanicsburg, PA 17050-1873*).

ARTICLE III – PURPOSES

The purposes for which this corporation is formed are:

SECTION 1. To provide a medium for school boards, school directors, school board secretaries and business managers, and other related groups to come together and exchange information and views concerning the administration of the commonwealth's public schools, including postsecondary schools when such institutions are operated as a part of the public school system.

SECTION 2. To secure united cooperation in handling school board problems and to endeavor to bring about improvement of the public schools at all levels by cooperation with other educational and professional agencies, including, but not limited to, other state associations of school boards and the National School Boards Association.

SECTION 3. To consider and, whenever deemed advisable, take such action as seems most desirable on matters relating to education and school administration, whether initiated by this Association, by the General Assembly, by state agencies, or by private individuals, associations or groups.

SECTION 4. To promote greater activity and higher efficiency on the part of all school boards in order to secure the best results in the progressive advancement, control and conduct of the public schools of the commonwealth.

SECTION 5. To render assistance and advice to school boards and to members of school boards on school matters affecting them.

ARTICLE IV – RECEIVING GAIN OR BENEFITS

No pecuniary gain, incidental or otherwise, shall be afforded by the corporation to its individual members.

ARTICLE V – DURATION

The terms of the corporation’s existence shall be perpetual.

ARTICLE VI – ORIGINAL INCORPORATORS

The names and addresses of the incorporators are:

Dr. Elias H. Phillips
105 South Madison Street
Harrisburg, Pa.

Mrs. Marjorie G. March
3510 Baker Boulevard
Altoona, Pa.

Paul C. Craig
R.D. 3, Shelocta, Pa.

R. Winfield Smith
R.D., Pennsburg, Pa.
Harry J. Drennan
Buck Hill Falls, Pa.

ARTICLE VII – ORIGINAL DIRECTORS

The names and addresses of the persons who are to act as directors until the election of their successors are:

Regional District 1
Robert Kahle
Seneca, Pa.

Regional District 6
Ezra C. Doty
Mifflintown, Pa.

Regional District 2
Harry McLaughlin
Cramer, Pa.

Regional District 7
Louis Leger
433 North Maple Avenue
Kingston, Pa.

Regional District 3
Walter S. Rhodes
Point Marion, Pa.

Regional District 8
David K. Shroyer
83 E. Sheridan Avenue
Annville, Pa.

Regional District 4
I.G. Wells
121 North Main Street
Mansfield, Pa.

Regional District 9
William Taylor, Jr.
609 Lawson Avenue
Havertown, Pa.

Regional District 5
Isaac Wareham
Everett, Pa.

Regional District 10
Mrs. M.L. Aaron
1233 Inverness Avenue
Pittsburgh 17, Pa.

ARTICLE VIII – CAPITAL STOCK

This corporation shall be organized on a nonstock basis.

ARTICLE IX – SEAL

This corporation shall have a seal which shall be circular in form with the words “Pennsylvania School Boards Association, Harrisburg, Pennsylvania” on the circumference, and the words “Corporate Seal” in the center.
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**BYLAWS
OF THE PENNSYLVANIA
SCHOOL BOARDS ASSOCIATION, INC.**

(Adopted September 29, 1988; amended October 16, 2008.)
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ARTICLE I – MEMBERSHIP

SECTION 1. Educational Entities as Members. Membership is open to the following entities providing public education in Pennsylvania:

- A. Public school districts.
- B. Intermediate units.
- C. Career and technical schools.
- D. Colleges or universities supported by state or local taxes.
- E. Any other entity created by statute in Pennsylvania and providing public education services.

SECTION 2. Individual Membership.

- A. Membership by any entity referred to in Section 1 shall confer derivative individual membership on the members of the board of directors or other governing body of the entity.
- B. Any nonmember secretary of the board of directors or governing body of any entity referred to in Section 1 shall be an individual member.
- C. The individual members referred to in subsections A and B above, subject to conditions set forth in these bylaws, shall be entitled to full membership rights including the right to:

- 1) Attend and participate in the deliberations of the annual convention, other statewide meetings and regional meetings.
- 2) Serve on committees when appointed to do so.
- 3) Hold office when elected.
- 4) Receive the official publications of the Association.

D. Voting Rights. The individual members referred to in subsections A and B above shall have full voting rights so long as the entity through which their membership is derived continues to be a member of the Association. An entity has no voting rights except those entitled to be exercised by individual voting members.

SECTION 3. Nonvoting Membership. There shall be the following three classifications of nonvoting membership:

A. Associate Membership – Associate membership shall be open to:

- 1) The members and secretaries of boards or governing bodies eligible for entity membership where the entity has not joined the Association.
- 2) Any officer, administrator or other supervisor of any entity eligible for membership.
- 3) Members of departments or other groups referred to in Article VII hereof.
- 4) Former school directors and those formerly qualifying for associate membership who desire to continue affiliation with the Association due to a continuing interest in public education.
- 5) Membership by an entity referred to in Section 1 confers associate membership on the chief administrative officer of the entity.
- 6) Members of a statutorily established board of control.

B. Service Associate Membership shall be open to individuals and firms offering services or commodities for sale to entities described in Article I.

- C. The following are eligible for Honorary Membership:
- 1) All past presidents and past executive directors of the Association.
 - 2) The secretary of education.
 - 3) Any other person who as the result of distinguished service to the Association or to public education in Pennsylvania has had honorary membership conferred by majority vote at an annual convention or by action of the Board of Directors.

D. Privileges and Benefits of Nonvoting Members. All categories of nonvoting members shall have the right to:

- 1) Attend and participate without vote in all conventions, conferences and regional meetings of the Association.
- 2) Hold appointive offices.
- 3) Participate in group insurance programs and other services for individual members as may be sponsored or endorsed by the Association.
- 4) Receive the Association's official publications and obtain upon request other publications and services of the Association.

SECTION 4. Termination of Membership. Membership may be terminated by the Board of Directors with respect to any entity or person who has failed to pay dues imposed under these bylaws after written notice of delinquency has been given at least ten (10) days prior to the Board of Directors action. Any membership so terminated will be reinstated without further action of the Board of Directors upon payment of the delinquent dues.

ARTICLE II – DUES

SECTION 1. When Payable. All dues shall be payable annually on July 1 of each year.

SECTION 2. Amount Payable. The amount of dues in the various membership categories shall be as follows:

A. School Districts. For the year beginning July 1, 1987, and thereafter unless changed, dues for school districts shall be the sum of the following:

- 1) Six dollars per million on the first billion dollars plus one dollar and 75 cents for each additional million of the district's market valuation established by the latest certification of the Pennsylvania State Tax Equalization Board but subject to a maximum of \$8,500; plus
- 2) An annual base rate of \$800 per district.

B. Intermediate Units and Career and Technical Schools. Dues for intermediate units and career and technical schools for the 1987-88 year and thereafter until changed shall be \$800.

C. Colleges.

- 1) **Community Colleges.** Dues for community colleges for the 1987-88 year and thereafter until changed shall be \$1,800.
- 2) **State System of Higher Education Universities.** Dues for each university which is an integral part of the State System of Higher Education for the 1997-98 school year and thereafter until changed shall be \$3,375.

D. Other Entities. Dues for all other entities eligible for membership under Article I shall be determined by multiplying the entity's current approved budget for all purposes except debt service and capital outlay by one-tenth of one mill (.0001).

E. Associate and Service Associate Members. Dues and service fees for associate and service associate members shall be fixed by a majority of the Board of Directors and shall not be subject to the notice requirements of Section 3 of this Article.

F. Honorary Members. There shall be no dues or service fees charged to honorary members.

SECTION 3. Changing Dues. The Board of Directors, by two-thirds vote of its membership, is empowered to change the amount of the dues for the entities referred to in subsections A, B, C and D of Section 2 provided that notice of the changed dues rate shall be given to the entity members not later than the first day of April preceding the effective date of such dues change.

ARTICLE III – BOARD OF DIRECTORS

SECTION 1. Composition. There shall be a Board of Directors consisting of the president, the president-elect, the two vice presidents, the immediate past president, the regional directors, the president and vice president of the Department of School Board Secretaries, and one member from each of the other departments.

SECTION 2. Duties and Powers of the Board of Directors. The Board of Directors shall have the following duties and powers:

- A.** Between annual conventions it shall exercise general supervision over the affairs of the Association and shall be charged with implementing the purposes, policies and programs established in accordance with these bylaws.
- B.** It shall adopt a budget before July 1 of each year, make adjustments in the budget as exigencies of the situation require and fix fees for services and programs of the Association.
- C.** It shall appoint and establish the conditions of employment of a corporate fiduciary as Association depository, an executive director, a certified public accountant and a general counsel and shall adopt appropriate policies providing for the employment of such other personnel as shall be required.
- D.** To enter into agreements with other agencies, plan, implement and administer projects, activities and services of an educational nature designed to improve services to its members.
- E.** To receive funds from federal and state sources, foundations and other sources and provide for the expenditure of such funds for appropriate purposes consistent with the grants.
- F.** To borrow money and execute evidences of indebtedness and security instruments.
- G.** To purchase, sell, lease or encumber real estate upon approval by two-thirds of the membership of the Board of Directors.
- H.** To provide guidance with planning of the annual conference.
- I.** To adopt policies consistent with these Bylaws.
- J** To perform any other duties enumerated in the Bylaws.

SECTION 3. Meetings and Voting.

- A.** The Board of Directors shall meet at the call of the president or on its own motion or upon the written request of any eight members.

B. Between regularly scheduled meetings the Board of Directors may, at the call of the Executive Committee, vote by a mail ballot limited to a single issue.

C. A regional director unable to attend a meeting of the Board of Directors may appoint an assistant regional director to attend with full voting privileges, provided the executive director is notified of the appointment prior to the meeting.

SECTION 4. Vacancies.

A. A vacancy shall occur on the Board of Directors when (1) a member ceases to be a member of a school board or other governing body of an entity referred to in Article I (except as provided in Article IV, Section 2); or (2) the entity represented by the member ceases to be a member of the Association; or (3) a member fails to attend two successive meetings of the Board of Directors without proper excuse.

B. A vacancy involving a department representative shall be filled by that department, and all other vacancies shall be filled by the Board of Directors. Appointments to fill vacancies shall be for the remainder of the term vacated.

SECTION 5. Quorum. A majority of the voting membership of the Board of Directors constitutes a quorum.

ARTICLE IV – OFFICERS

SECTION 1. Officers. The officers of the Association shall be a president, a president-elect, a first vice president, and a second vice president.

SECTION 2. Eligibility. Any individual member under Article I, Section 2, subsections A and B, is eligible to hold office so long as membership status continues; provided, however, that a person who was a member when elected president or who stood to assume the presidency by virtue of having been elected president-elect in accordance with Article IV, Section 4.B. and has served as president-elect shall be entitled to serve the full term of the president regardless of the fact that such person may cease to be a member of the board of the entity from which individual membership was derived.

SECTION 3. Term of Office. Terms of all officers shall begin January 1 following election and continue for one year, or until a successor is elected.

SECTION 4. Election.

A. All persons seeking to become officers of the Association shall file with the executive director of the Association during the month of March, on a form to be provided by the Association, an expression of interest in the office sought. The expression of interest in the office sought shall be mailed first class and postmarked or marked received at PSBA headquarters by March 31. If said date falls on a Saturday, Sunday or holiday, then the expression of interest shall be received by the office by 5:00 p.m. on the next business day. If no expression of interest statement is received at PSBA headquarters for a specific officer position, an alternate notification process will be immediately implemented as provided for in PSBA policy.

B. Notwithstanding anything herein to the contrary, a president elect who has been duly elected to that position shall automatically assume the presidency in the succeeding term and shall not be required to stand for election. A president-elect who has been appointed to fill a vacancy shall be required to go through the nominating process and stand for election in the succeeding term, along with any other eligible member who may seek election.

C. Prior to June 10, the Nominating Committee shall interview all persons who shall have filed in accordance with subsection A above.

D. Those persons who have filed an expression of interest in accordance with subsection A above, and who have been interviewed in accordance with subsection B above, and who have not been slated by the Nominating Committee, shall be notified by the Nominating Committee chairperson by June 10 that they have not been slated for office by the Nominating Committee.

E. Persons who have not been slated for an office by the Nominating Committee and who seek to be considered as a candidate for the office of the Association may file a nominating petition not later than July 10 for an office of the Association in accordance with the following provisions:

- 1) A nominating petition shall be secured from the executive director of the Association.
- 2) Such nominating petition shall be in such form as approved by the Board of Directors of the Association.
- 3) Such nominating petition shall specify the office sought by the petitioner.

4) Such nominating petition shall contain the signatures of at least twenty-five (25) persons eligible to vote for officers of the Association, not more than five (5) of which signatures may come from a single member school district. Signatures may not be affixed to nominating petitions prior to the meeting of the Nominating Committee and the announcement of the slated candidates by the Committee.

5) Such nominating petition shall be mailed first class and post-marked or marked received at PSBA headquarters by the executive director of the Association not later than July 10.

6) The signatures affixed to such nominating petition shall be members in good standing eligible to vote for the fiscal year in which the election is to occur. In the event that fewer than 25 signatures shall be determined to be voting members in good standing prior to the opening of the annual meeting, the candidate represented by such petition shall be ineligible to be a candidate for such office, and his or her name shall be stricken from consideration for office.

7) The printed ballot specified in Section 4, subsection E, below shall include all names that satisfy the foregoing provisions. In the event that more than one candidate shall file such nominating petitions for a given office in accordance with these provisions, such candidates shall be listed alphabetically following the slated candidates chosen by the Nominating Committee.

F. A printed ballot listing the names of the various candidates to be considered for the offices of the Association shall be prepared prior to the annual meeting.

G. The candidates for office slated by the Nominating Committee shall be listed first on the ballot. In the event that there is more than one candidate slated for a given office, the position on the ballot shall be determined by drawing lots.

H. In the event that a person slated for office by the Nominating Committee should die, or be disabled, or should otherwise be unable to fill the office for which slated in the opinion of the executive committee prior to the annual election, the president shall convene the Nominating Committee prior to the annual meeting for the purpose of slating a substitute candidate.

I. An appropriate procedure shall be established by the Board of Directors to ensure that only properly qualified candidates appear on the ballot; that only those persons eligible to vote at the annual meeting cast ballots at that time for the election of officers; and that no absentee ballot is counted for a person who has registered and voted at the annual meeting.

J. Any voting member of the Association who does not intend to be registered at the annual meeting may, subject to the provisions of these bylaws, vote for the election of officers by use of an absentee ballot. A request for an absentee ballot shall be made in any one of the following ways:

1. In writing to the executive director by first class mail; or
2. By electronic mail properly addressed to the executive director; or
3. Directed to the designated address on the Association's Web site maintained for this purpose.

Any request for an absentee ballot must be received (or in the case of first class mail, postmarked or marked received) at PSBA headquarters not later than August 15 immediately preceding the annual meeting in order to be effective. All requested absentee ballots shall be mailed to the members by the executive director not later than the immediately following August 25, and the absentee ballot must be returned to the executive director mailed first class and postmarked or marked received at PSBA headquarters not later than September 10 immediately preceding the annual meeting. Where there are disputes whether a member submitted a request for an absentee ballot in a timely manner, the dispute shall be resolved in accordance with procedures adopted by the Board of Directors. The decision of the Association reached in accordance with said procedures shall be final.

K. The absentee ballot shall be identical to the ballot intended for use at the annual meeting except that it shall be marked "absentee" and shall be sent to the member requesting the same in an envelope marked "Important dated ballot PSBA election" together with two envelopes for use in returning the ballot in the manner hereinafter provided.

L. The marked ballot shall be placed in an envelope which is entirely blank except for the words “Absentee Ballot,” which envelope shall be sealed by the voting member. The envelope just referred to shall be inserted into another envelope which shall be sealed and which shall contain on the outside thereof the words “Absentee Ballot of _____ (name of voting member)” and shall contain below said language a line for the signature of the voting member submitting the ballot.

M. The two envelopes described above shall be mailed to the executive director in a third envelope which shall be clearly labeled in the lower left hand corner as follows: “This envelope contains an absentee ballot.”

N. All absentee ballots shall be retained unopened in the envelope in which they are mailed as above provided and shall be delivered by the executive director to the Credentials Committee charged with counting the ballots at the annual meeting. The Credentials Committee shall determine whether any person submitting an absentee ballot has registered and voted at the annual meeting. The absentee ballot of any person who has registered and voted at the annual meeting shall not be counted but shall be retained unopened in the envelope which bears the signature of the voting member.

O. When the Credentials Committee has determined that a member is entitled to vote by absentee ballot, the unmarked inner envelope containing the absentee ballot shall be removed from the signature envelope and placed with all other absentee ballots. After the ballots cast at the annual meeting are counted, the inner envelopes containing the absentee ballots shall be opened and those ballots also shall be counted.

P. For the purpose of audit and control of the voting procedures the Credentials Committee shall preserve all mailing envelopes, signature envelopes, and unmarked ballot envelopes and deliver them in a sealed envelope to the executive director who shall maintain them for safekeeping for a period of six months after which they may be destroyed if no inquiry has been received concerning the same.

Q. The PSBA headquarters staff shall not, nor shall it be expected to, engage in any election activities that would favor one candidate for office over another candidate.

SECTION 5. Duties of Officers.

A. It shall be the duty of all officers of the Association to accurately portray the policies and positions of the Association adopted by the Legislative Policy Council and the Board of Directors.

B. The duties of the president shall include:

1) Presiding at all meetings of the Association, the Board of Directors and the Executive Committee.

2) Signing together with the executive director all orders on the depository.

3) Appointing such committees as are required by these bylaws or otherwise authorized hereunder.

4) Serving as ex-officio member of all committees except the Nominating Committee.

5) Performing all other duties imposed by these bylaws required by the Nonprofit Corporation Law or customarily pertaining to the office of president under the parliamentary authority provided for in these bylaws.

C. In the event that the president is unable to perform any duty or function by reason of absence from the state, physical or mental incapacity or other reason, the president-elect or, in the absence of the president-elect, the ranking vice president who is not under a similar disability shall perform the function or duties of the president.

D. The duties of the president-elect and the vice presidents shall be such duties as are provided for in these bylaws or otherwise delegated by the president.

ARTICLE V – COMMITTEES

SECTION 1. Executive Committee.

A. There shall be an Executive Committee consisting of the president, the immediate past president, the president-elect, the two vice presidents, the executive director and the president of the Department of School Board Secretaries.

B. The Executive Committee shall have the power and duty to:

- 1.) Represent the Association to other organizations and the public, consistent with its fiduciary duties to the Association.
- 2.) Perform such duties or transact such matters as directed or delegated to it by the Board of Directors.
- 3.) Consult with the Executive Director in considering new programs, initiatives and actions for presentation to the Board of Directors.
- 4.) Establish compensation for the Executive Director and approve a compensation plan for employees consistent with funds allocated in the approved budget.
- 5.) Monitor administration of personnel policies of the Association.
- 6.) Make emergency decisions on behalf of the Board of Directors that are essential to the continued operation of the association when the committee determines that convening a meeting of the Board is not feasible, provided that all such decisions shall be promptly reported to the Board of Directors.

C. The Executive Committee shall meet at the call of the president, or of the president-elect or a vice president acting for the president.

SECTION 2. Credentials Committee.

A. The president shall appoint a Credentials Committee consisting of persons affiliated with the Association but who are ineligible to vote for officers, which shall have the power and duty to:

- 1) Determine whether any person is eligible to register and vote at a convention.
- 2) Determine whether absentee ballots are permitted to be canvassed.

- 3) Determine whether any ballot actually opened is totally or partially void as the result of mutilation, defacing, unintelligibility or other reasons.
- 4) Supervise the counting of all valid ballots.
- 5) Perform the duties imposed by Article IV, Section 4, subsections N, O and P.

SECTION 3. Building and Grounds Committee.

- A.** The president shall appoint the president-elect as chairperson and two others from the Board of Directors as members of the Building and Grounds Committee.
- B.** This committee shall inspect any real estate owned or occupied by the Association at least once each year and make recommendations to the Board of Directors for the maintenance, repair and improvement thereof.

SECTION 4. Platform Committee.

- A.** There shall be a Platform Committee consisting of the officers of the Association, the president or designee of each department, conference or federated group admitted to membership under Article VII, and two persons appointed by each regional director.
- B.** The first vice president shall be chairperson of the Platform Committee.
- C.** It shall be the duty of the Platform Committee to formulate the legislative platform for the Association. The committee shall consider any proposal referred to it by the Board of Directors, any entity member referred to in Article I and members of the committee. All such proposals shall be addressed to the assistant executive director for governmental relations at the Association's headquarters and must be received at least sixty (60) days prior to the opening date of the annual convention.
- D.** The Platform Committee shall meet at the call of the chairperson prior to the convention and shall cause all proposals endorsed by it to be distributed to the voting membership prior to the convention of the Association. The committee shall have the power to conduct a hearing on any proposal submitted to it for consideration.

E. The chairperson of the Platform Committee shall present the report of the Platform Committee to the Legislative Policy Council at its meeting held prior to the business meeting of the Association.

F. By a two-thirds vote of the delegates actually present and voting at the Legislative Policy Council, any proposal considered but not reported out of the Platform Committee may be called up for consideration, but no proposal may be presented to either the Legislative Policy Council or the convention which previously had not been submitted to the Platform Committee for consideration.

SECTION 5. Nominating Committee.

A. There shall be a Nominating Committee consisting of the immediate past president of PSBA who shall be chairperson, one member appointed by each regional director, one member appointed by each department, conference or federated group admitted under Article VII and one past president of the association appointed by the president.

B. The Nominating Committee shall meet at a time and place designated by the president after the primary election and prior to June 10 to select a slate of candidates for the offices to be filled and shall perform the duties and observe the schedule required to be observed in accordance with Article IV of these bylaws.

C. A quorum of the Nominating Committee shall be two-thirds of its designated membership.

SECTION 6. Bylaws Committee.

A. There shall be a Bylaws Committee appointed by the president in accordance with the following requirements:

- 1) There shall be fifteen (15) members representing all regions.
- 2) At least one member shall be a current vice president.
- 3) No two members shall be from the same region.
- 4) The president shall designate one of the members as chairperson.
- 5) A past president may be appointed as an ex-officio, non-voting member.

B. The Bylaws Committee shall meet at the call of the chairperson to consider any bylaw amendments that shall be referred to it by any voting or entity member of the Association or by the Board of Directors, and to consider any bylaw amendments proposed by committee members. The Committee shall meet annually and ensure that a comprehensive review of the bylaws of the Association is conducted at least every three years.

C. The Bylaws Committee shall meet prior to June 30 of each year and the deliberations of the committee shall be concluded so that the committee may make a report to the Board of Directors by July 1 of each year.

SECTION 7. Policy Review Committee.

A. There shall be a Policy Review Committee appointed by the president, comprised of members of the Association and chaired by a member of the Board of Directors.

B. The Committee shall review existing Board policies to ensure their continued relevance and usefulness in supporting the work of the Association, as well as recommend revisions to existing policies and propose new policies as may be necessary, for approval by the Board of Directors. The Committee shall establish a schedule for review of all policies at least every three years.

SECTION 8. Finance Committee.

A. There shall be a Finance Committee comprised of members of the Association with finance experience and fiscal acumen appointed by the president.

B. The Committee shall be responsible for receiving and reviewing the proposed budget of the Association prepared by the executive director and for recommending the budget to the Board of Directors.

C. The Committee shall monitor budget implementation and make recommendations to the Board of Directors for revision of the budget when necessary for the purpose of controlling expenditures.

SECTION 9. Audit Review Committee.

A. There shall be an Audit Review Committee chaired by a member of the Board of Directors and consisting of at least two members of the Association with prior experience in accounting practices and audit review appointed by the president.

B. The Committee shall recommend for Board approval the appointment of an external auditor, and it shall review the annual Association audit and recommend approval of same by the Board.

ARTICLE VI – REGIONS, REGIONAL DIRECTORS AND REGIONAL CABINETS

SECTION 1. Establishment and Change of Regions. For administrative purposes, the state shall be divided by the Board of Directors into not less than ten (10) nor more than fifteen (15) regions, one of which shall be geographically coterminous with the School District of Philadelphia and one of which shall be geographically coterminous with the School District of the City of Pittsburgh. The Board of Directors, with the consent of the cabinets of the regions affected, may regroup counties into new regions.

SECTION 2. Notification of Region Composition. The current composition of school districts within each region shall be published at least once each year in an official publication of the Association and in at least two consecutive issues of that publication following any change made in school district boundaries.

SECTION 3. Areas. Each region shall be divided into areas, which shall be comprised of groups of member school entities as established in the regional activity plan prepared by the regional cabinet and approved by the Board of Directors.

SECTION 4. Administrative Organization.

A. Regional Directors. Each region shall have a regional director selected as follows:

1) Regional directors shall be voting members of the Association in the region for which they are elected or designated. Except for the regional directors of Regions 10 (Philadelphia) and 13 (Pittsburgh), regional directors shall be elected by a majority of the members of the regional cabinet for a term of two (2) years commencing January 1 following their election and may be re-elected for two (2) additional, successive two-year terms. For Regions 10 and 13, the regional directors shall be designated by the governing board of the member school entity. In the event a regional cabinet fails to elect a regional director, the Board of Directors shall appoint a regional director. The appointment shall be made before November 30 and be for a two-year term as if the appointee were elected in accordance with this subparagraph.

2) Regional directors from odd-numbered regions shall be elected in even-numbered years and those from even-numbered regions in odd-numbered years.

3) Vacancies in the position of regional director shall be filled by the regional cabinet within sixty (60) days, using the procedure set forth in subparagraph 1 of this Section. The regional director elected to fill the vacancy shall serve out the remainder of the term of the former regional director and may be re-elected in accordance with subparagraph 1 of this section. In the event a regional cabinet fails to fill a regional director vacancy within sixty (60) days, the Board of Directors shall appoint a regional director to fill the vacancy.

4) Upon recommendation by a regional cabinet, the Board of Directors may remove a regional director from office. The removal from office of a regional director shall require an affirmative vote of two-thirds of the voting members of the Board of Directors.

5) The regional director shall preside at regional cabinet meetings and shall have all the prerogatives which go with such office, together with the responsibility of promoting the interests and the programs of the Association. In addition, the regional director shall: oversee preparation and implementation of the regional activity plan; provide overall leadership for regional legislative activity; represent the region at meetings of the Board of Directors; and perform such other duties as the Board of Directors may require.

B. Assistant Regional Directors.

1) Assistant regional directors shall be voting members of the Association in the area for which they are elected. Except in Regions 10 (Philadelphia) and 13 (Pittsburgh), one assistant regional director shall be elected in each area by a majority of the PSBA liaisons from the member school entities in that area. Each assistant regional director shall serve a term of two years, concurrent with that of the regional director for the region. Assistant regional directors may be re-elected for additional two-year terms. In the event the PSBA liaisons for an area fail to elect an assistant regional director, the Board of Directors shall appoint the assistant regional director. The appointment shall be made before November 30 and be for a two-year term as if the appointee were elected in accordance with this subparagraph.

2) For Regions 10 (Philadelphia) and 13 (Pittsburgh), one assistant regional director shall be named by the governing body of the member school entity.

3) Assistant regional directors shall be responsible for performing duties described in the regional activity plan, those assigned by the regional director as well as others established by the Board of Directors.

4) Vacancies in the position of assistant regional director shall be filled by a majority vote of the PSBA liaisons in the respective area, or by the governing body of the member school entity in Regions 10 (Philadelphia) and 13 (Pittsburgh), within 60 days. The assistant regional director elected to fill the vacancy shall serve out the remainder of the term of the former assistant regional director. In the event the PSBA liaisons fail to fill an assistant regional director vacancy within sixty (60) days, the Board of Directors shall appoint an assistant regional director to fill the vacancy.

5) Upon recommendation by either a majority of PSBA liaisons in an area or the regional director for the region, the Board of Directors may remove from office an assistant regional director. The removal from office of an assistant regional director shall require an affirmative vote of two-thirds of the voting members of the Board of Directors.

C. PSBA Liaison.

1) Each member school entity shall be entitled to designate a PSBA liaison.

2) Liaisons shall be voting members of the Association and shall be appointed by, and serve at the pleasure of, each school board in the manner provided by local policy or practice.

3) Duties and responsibilities of PSBA liaisons shall be defined by the Board of Directors and by local school board policy.

D. Regional Cabinet.

1) Each region shall have a regional cabinet consisting of the regional director, one or more assistant regional directors and PSBA liaisons from member school entities in the region.

2) Each regional cabinet shall meet at least two times per year, at the call of the regional director.

3) Regional cabinets shall be responsible for developing regional activity plans, for advising the regional director and for such other duties as may be provided in these bylaws or determined by the Board of Directors.

4) The requirements of this subsection do not apply to Regions 10 (Philadelphia) and 13 (Pittsburgh).

E. Regional Activity Plan.

- 1) Each regional activity plan shall, at a minimum, describe: the areas within each region, the member school entities that comprise each area within the region, the planned outreach activities to school entities in the region and planned legislative activities in the region.
- 2) The Board of Directors shall provide guidance to the regional cabinet for the preparation of, and shall have final authority to approve, regional activity plans.
- 3) Regional activity plans shall be prepared for a period of two years, consistent with the term of office of the regional director, but shall continue in effect until revised by the regional cabinet and approved by the Board of Directors.
- 4) The requirements of this subsection do not apply to Regions 10 (Philadelphia) and 13 (Pittsburgh).

F. Vacancies. Vacancies on the regional cabinet shall be filled by the regional director for the balance of the term.

G. Payment of Expenses. Expenses incurred in regional activities shall be reimbursed in accordance with the policies established by the Board of Directors.

ARTICLE VII – DEPARTMENTS, CONFERENCE AND/OR FEDERATED GROUPS

Definitions. A department, as the term is used herein, shall mean a sub-group of members of this Association banded together because of certain recognized interests. For purposes of this article, a conference or federated group shall mean an at-interest group having peer standing with the Pennsylvania School Boards Association, Inc., and retaining control of its own internal affairs.

SECTION 1. Establishment of Departments and Conference and/or Federated Groups. Upon the recommendation of the Board of Directors, the delegates at any annual convention, by a majority vote of the quorum, may admit into membership as a department or as a conference and/or federated group, special interest groups who may or may not be school board members, but whose activities are closely related to the work of school boards or to the administration and operation of the public schools. The recommendation of the Board of Directors shall state whether the group to be admitted shall have a vote on the Board of Directors. Before presenting such recommendation to an annual convention, the Board of Directors shall give notice of its intention to

do so in an official publication of the Association preceding the annual convention. The notice shall set forth the identity of the group, its current officers, and the number and composition of its membership, its purposes and past activities, together with reasons for admitting such group into membership.

SECTION 2. Administration of Departments and Conference and/or Federated Groups. Each department, conference and/or federated group may have its own bylaws or similar documents which shall be approved by the Board of Directors. The executive director of the Association or his designee shall serve as a member representing this Association on the governing board of each department, conference and/or federated group.

SECTION 3. Rights and Privileges. Members of departments, conferences and federated groups shall be entitled to the following rights and privileges subject to other provisions of the bylaws:

- A.** To attend and participate in local, regional and state meetings, conferences and conventions sponsored by the Association.
- B.** To hold any office and any committee assignment to which he/she is appointed.
- C.** To have representation on committees and councils as provided in these bylaws.
- D.** To receive the official Association publications upon payment of such dues as may be prescribed from time to time.

SECTION 4. Dues. The Board of Directors may provide for dues or other payments from departments, conferences and federated groups for their membership as a condition to establishment or continuance of department, conference or federated group status, except that members of the Department of School Board Secretaries employed by school boards which are dues paying members of the Association shall be exonerated from the payment of personal dues.

ARTICLE VIII – LEGISLATIVE POLICY COUNCIL

SECTION 1. Composition of Legislative Policy Council. There shall be a Legislative Policy Council which shall consist of representatives of the member entities under Article I, Section 1, as follows. No representative may be appointed by or represent more than one member entity.

- A. School Districts of First Class – four (4) representatives.
- B. School Districts of Second Class – three (3) representatives.
- C. School Districts of Third Class – two (2) representatives.
- D. School Districts of Fourth Class – one (1) representative.
- E. Intermediate units, career and technical schools and any other member entity under Article I, Section 1 – one (1) representative each.

SECTION 2. Appointment and Certification of Legislative Policy Council Members.

- A. All representatives appointed under Section 1 must be individual members of the Association under Article I, Section 2, must represent school entities whose current year PSBA dues have been paid in full, and shall be appointed prior to the annual convention.
- B. The names, mailing addresses, zip code numbers and telephone numbers of all appointees shall be certified by the appointing body to the executive director of the Association.

SECTION 3. Chairperson. The first vice president of the Association shall serve as chairperson of the Legislative Policy Council.

SECTION 4. Duties and Functions. It shall be the duty of the Legislative Policy Council to review and to pass upon all proposals reported to it by the Platform Committee and to adopt the legislative platform for the Association prior to the final general session of the annual convention. It also shall be the duty of the Legislative Policy Council to review and to pass upon all proposed changes in the Association's Statement of Beliefs and Policies.

SECTION 5. Meeting Procedures. The council shall meet prior to the final general session of each annual convention and receive the report of the Platform Committee and at such meeting shall:

A. At its discretion, adopt standing rules for the conduct of its business.

B. Adopt such amendments to the form of the proposals provided by the Platform Committee, if, in the opinion of the chairperson on the advice of the parliamentarian, such amendments shall not result in the consideration or adoption of a proposal the substance of which had not been considered by the Platform Committee.

C. Upon a two-thirds vote, call up for consideration any proposal submitted to but not reported out of the Platform Committee. No proposal may be considered which has not previously been submitted to the Platform Committee.

SECTION 6. Matters Rejected by the Council. No proposal which has been rejected by the council may be presented to the delegates of the annual convention (nor may it be called up for consideration under Article V, Section 4, subsection F), unless such presentation has been approved by the council.

ARTICLE IX – EXECUTIVE DIRECTOR AND STAFF

SECTION 1. Powers and Duties of the Executive Director. The executive director shall:

A. Manage the affairs of the Association under the general direction and supervision of the Board of Directors.

B. Appoint all salaried employees; provided that the Board of Directors by policy may require that the appointment of management level employees designated in the policy be subject to the approval of the Board of Directors.

C. Select and employ all clerical and other hourly employees within the limitations of the budget approved by the Board of Directors.

D. In conjunction with the Executive Committee, prepare an annual budget for approval by the Board of Directors.

E. Be responsible for maintaining records of all receipts and expenditures of the Association which shall be audited after the close of each fiscal year by a certified public accountant.

F. Cause minutes to be kept of all meetings of the Association, Board of Directors and Executive Committee.

G. In conjunction with the president, sign all orders on the depository, and in the event of the executive director's unavailability, a designated assistant executive director shall act.

H. Have the responsibilities of a chief executive officer generally to implement the business and programs of the Association in accordance with these bylaws and the policies adopted by the Board of Directors.

SECTION 2. Surety Bond. The executive director and any assistant executive director authorized to sign orders on the depository shall furnish a surety bond in form and amount satisfactory to the Board of Directors and the premium shall be paid by the board.

SECTION 3. Assistant Directors. The Board of Directors may provide for the appointment of one or more assistant executive directors.

ARTICLE X – ASSOCIATION MEETINGS

SECTION 1. Annual Meeting or Conventions.

A. The annual meeting or convention of the Association shall be held at such time and place as the Board of Directors shall determine. At least sixty (60) days prior notice of the meeting shall be given by either of the following methods:

- 1) A letter addressed to the secretary of each member entity referred to Article I, Section 1, said notice to be postmarked at least sixty (60) days prior to the meeting; or
- 2) A notice published in any publication of the Association having general circulation among the members.

SECTION 2. Special Meetings. Special meetings of the Association may be called by the Board of Directors. Notice of such meetings shall be given in the manner provided in Section 1, said notice to be postmarked at least twenty (20) days prior to the meeting.

SECTION 3. Right to Vote at Meetings. Notwithstanding any other provisions of these bylaws, a member otherwise entitled to vote in accordance with these bylaws shall not be permitted to vote at any annual or special meeting of the Association unless that individual is properly registered, has paid the appropriate registration fee and is seated in the area designated for registered delegates. For the purposes

of these bylaws, a “delegate” is an individual member as defined by Article I, Section 2, who is entitled to vote under these bylaws.

SECTION 4. Required Vote.

A. A majority of the quorum shall be required for the passage of any motion or other item of business except as provided in subsection below.

B. By two-thirds vote of the quorum, the delegates may call up for consideration any proposal which was considered by the Platform Committee and not reported out; provided, however, any matter considered by the Legislative Policy Council and rejected by it cannot be called up by the delegates without the prior approval of the council.

SECTION 5. Quorum. A quorum shall consist of the delegates actually present at the business session when the vote is taken.

ARTICLE XI – MISCELLANEOUS

SECTION 1. Indemnification.

A. The members of the Board of Directors constitute the governing body of the Association and shall not be personally liable for money damages for any action taken or any failure to take any action unless:

- 1) The director has breached or failed to perform the duties of his office under 42 Pa. C.S.A. § 8363 (relating to standard of care and justifiable reliance); and
- 2) The breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.

B. Any director, officer, employee or agent of the Association who was or is a party or is threatened to be made a party to any pending, threatened or completed action, suit or proceeding, whether civil, criminal or investigative (whether brought by or in the name of the Association or by a third party) by reason of the fact that such person is or was a representative of the Association, or is or was serving at the request of the Association as a representative of another corporation, partnership, joint venture, trust or other enterprise, shall be indemnified by the Association against expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred in connection with such action, suit or

proceeding, unless it is determined by a court that the act or failure to act giving rise to the claim for indemnification constitutes willful misconduct or recklessness.

SECTION 2. Parliamentary Authority. The most recently revised issue of “Robert’s Rules of Order” shall constitute the parliamentary authority for conducting all meetings required or authorized under these bylaws.

SECTION 3. Official Publications. The official publications of the Association shall be the *PSBA Bulletin* and the *School Leader News*, provided, that official notices of the Association also may be placed in any other publication circulated to all entity and individual members of the Association.

ARTICLE XII – REVISION OF BYLAWS

SECTION 1. Amendments to the bylaws of the Association may be proposed in writing by (1) a member entity whose governing board approved the proposal by an affirmative vote of the majority of all members of the governing board; or (2) by the Bylaws Committee of the Association. All proposed bylaws changes shall be considered in accordance with the procedure outlined in this article.

SECTION 2. Every proposed amendment must be submitted to the Bylaws Committee and cannot be considered by the Board of Directors or presented for consideration at the annual meeting unless and until it is submitted to the Bylaws Committee.

SECTION 3. All proposed bylaw amendments shall be submitted in writing, mailed first class and postmarked or marked received at PSBA headquarters prior to June 1 of each year to the chairperson of the Bylaws Committee or to the executive director of the Association for transmittal to such chairperson.

SECTION 4. The committee, prior to June 30 of each year, shall consider all proposed amendments submitted to it together with such amendments as shall have been suggested by members of the committee and shall make a report to the Board of Directors by July 1. The report shall outline all suggested bylaw amendments together with a recommendation, if any, of the Bylaws Committee.

SECTION 5. Only those proposed amendments approved by two-thirds of all of the members of the Board of Directors shall be submitted for consideration to the general membership at the annual meeting. The Board of Directors may approve a proposed bylaw amendment even

though it has not been recommended by the Bylaws Committee. The Board of Directors shall also have the power to consider for approval and submission to the membership any bylaw amendment submitted to the Bylaws Committee on which the committee failed or refused to act.

SECTION 6.

A. Any proposed bylaw amendment which has been submitted to the Bylaws Committee and approved by two-thirds of the members of the Board of Directors in the manner hereinabove provided, shall be published at least thirty (30) days before the annual meeting in an official publication of the Association designated by the Board of Directors to carry official notices and announcements of the Association.

B. Any proposed amendment and its supporting rationale submitted to the Bylaws Committee (in accordance with the foregoing) which is not acted upon favorably by the committee or Board of Directors shall be published along with the approved amendments, if any; provided, however, that where a proposed amendment and its supporting rationale exceeds an aggregate of 500 words, there shall be submitted with it a summary thereof not exceeding 500 words for publication hereunder if the proposal is rejected.

SECTION 7. Those bylaw amendments which have been processed in the manner provided in this article shall be considered at the annual meeting of the Association and shall require for their adoption a two-thirds vote of the quorum in the business session at which the proposed amendment is considered. Unless otherwise provided in the amendment under consideration, any amendment approved hereunder shall be effective upon final approval at the annual meeting.

ARTICLE XIII – PENNSYLVANIA SCHOOL BOARDS ASSOCIATION INSURANCE TRUST

Notwithstanding any provision herein to the contrary, no member of the Executive Committee or of any other committee, council or other body referenced in these bylaws who is not a director sitting on a Board of School Directors of a public school district and serving on the Board of Directors as a result of being such a director may vote on any issue pertaining to the Pennsylvania School Boards Association Insurance Trust (“Insurance Trust”), including the selection of Trustees to serve on the Board of Trustees.

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**BELIEFS AND POLICIES
OF THE
PENNSYLVANIA SCHOOL BOARDS ASSOCIATION**
(As Amended October 18, 1979)

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I. CONTROL AND SUPPORT OF PUBLIC SCHOOLS

The responsibility for control and support of public schools is legally vested in the General Assembly but in a large measure the operation is delegated to local school boards who should strive to improve the educational opportunities of children, youth and adults; to use school tax dollars efficiently; and to distribute burdens of school support equitably. In order to achieve these benefits, the Pennsylvania School Boards Association, Inc. supports the following principles:

CONTROL OF PUBLIC SCHOOLS

a. The control of public schools should always be vested in local school boards.

SCHOOL DISTRICT ORGANIZATION

b. School district organization should be comprehensive to encompass grades one through twelve including special education and other mandated programs. Kindergarten, career and technical training, community colleges and adult education programs are strongly recommended for districts and areas desiring to offer complete public education programs.

FISCAL INDEPENDENCE

c. In order to discharge the responsibility of providing adequate educational opportunities, local school boards must control the funds used to operate the schools. They must, therefore, possess fiscal independence.

DELEGATION OF AUTHORITY

d. The authority of the local school board is established by law, and this authority may not be delegated to others.

SEPARATION OF CHURCH AND STATE

e. The American tradition of the separation of church and state should be vigorously safeguarded. To this end, this Association advocates that funds raised by general taxation for educational purposes should be administered by public officials and should not be used to support pri-

vately operated schools. The Association recognizes and upholds the right of any group to establish and maintain schools financed by their own support with such governmental supervision as will assure a minimum standard of instruction and adherence to the constitutions and laws of Pennsylvania and the United States.

EQUALIZATION OF FINANCIAL SUPPORT

f. Concerted efforts must be made by the people of this state to constantly equalize the financial support of public education to the end that every taxpayer, individual or corporate, shall contribute a just proportionate share to educational opportunity for all.

IMPORTANCE OF LOCAL EFFORT

g. Local districts should contribute a required minimum amount of financial support to their schools, to be established by the General Assembly, before they are eligible to receive additional funds from the state or from other sources.

ADEQUATE STATE SUPPORT

h. Financial support from the commonwealth to its local school districts should be designed to equalize educational opportunities and to sustain a steadily improving minimum foundation of education.

ADMINISTRATION OF FEDERAL FUNDS

i. Funds from federal or other sources outside the state, intended for the general assistance of public education, should be administered by the state and its appropriate agencies through local school boards.

II. RESPONSIBILITIES OF LOCAL SCHOOL BOARDS

The Pennsylvania School Boards Association believes that the responsibilities of local school boards include a legal responsibility for the control of public schools as the only agencies in their communities with this responsibility; a civic responsibility as the controlling agencies providing a basically essential service to the life of the communities; a social responsibility toward all who look to the schools as centers of growth and development for children, youth and adults; an economic responsibility, since there is a direct relationship between good schools and economic progress; a moral and ethical responsibility to function courageously and impartially to assure the greatest good to the greatest number at all times.

In the strong conviction that the American system of public school education will best meet the needs of the citizenry if all local school boards throughout the Commonwealth of Pennsylvania and throughout the entire United States recognize and meet their full responsibilities, this Association supports the following principles:

SCHOOL BOARDS

a. As agents of the General Assembly, school boards should function in a broadly representative, team-spirited manner, and should represent open-mindedly the entire school district and, in consequence, let consideration for the entire district take precedence over every form of partisanship and special interest—political, racial, religious, geographic, economic, social, civic, or other.

POLICY-MAKING BODIES

b. School boards, by existing law, are charged with the responsibility for administering local school systems. They should recognize that, basically, school boards are policy-making bodies. School boards should adopt clearly defined written policies, based on a thorough understanding of the educational process. In formulating policies, they should consult individuals and groups affected by the policies and, since changing conditions bring changing needs, should periodically review and modify their policies. The board may properly delegate the execution of policy to trained and qualified employed administrators.

OPEN SESSIONS

c. School boards should recognize that public schools belong to all the people, are supported by the people, and are designed to carry out the wishes of the people for the education of children, youth and adults. By law, they must conduct board business in open sessions. It follows that they should make every effort to inform the public about the schools.

FUNCTION OF ADVISORY BODIES

d. School boards should enlist lay and professional groups to assist and counsel them, making certain that three principles are followed: (1) such citizen groups should be broadly representative; (2) recommendations should be based on research and facts; (3) recommendations should be submitted to school boards which alone have the authority to act upon them.

FLEXIBLE PROGRAMS

e. School boards should plan and maintain a flexible program for the future, based on surveys and studies of population trends, possible economic changes, changing community attitudes, developments in education, and all factors which could affect their school systems.

IMPROVING STATUS OF TEACHING PROFESSION

f. School boards should assume a leadership role in improving the professional status of the teaching profession, and should encourage continual upgrading of the quality of teacher efforts.

COMPENSATION FOR PROFESSIONAL STAFF

g. School boards should employ professional and nonprofessional personnel with competence and personal qualifications which command community respect. Appropriate to the importance of their role in the communities, all personnel should be adequately compensated to assure their economic security, and their working conditions should permit them to effectively exercise their skills and duties.

IMPORTANCE OF COMMUNICATION LINES

h. School boards should recognize the great contributions to overall planning that can come from the knowledge and experience of classroom teachers, administrators, and other professional and nonprofessional personnel. They should give careful consideration to plans, suggestions, and recommendations of these employees in the area of teaching conditions, educational needs, day-to-day operations, and personnel problems. To this end, each local school board should establish satisfactory procedures for two-way communications with all the district's personnel.

SAFEGUARDING THE PUBLIC INTEREST

i. School boards, subject to the requirements of existing law, should refrain from agreements which compromise their responsibility for representing general public interest in education. They should also resist, by all lawful means, the enactment of laws which would surrender their responsibility for the general public interest to other third party agents.

III. THE EDUCATIONAL PROGRAM

The Pennsylvania School Boards Association believes that public schools exist for the purpose of providing the best possible education for children, youth and adults. It believes that our schools should develop

responsible American citizens, self-reliant and independent persons equipped with the knowledge and skills essential to functioning at whatever level of activity individual talents permit, and with characters imbued with the highest moral and spiritual values. The Pennsylvania School Boards Association urges each local school board to exercise its legal responsibilities, prerogatives, and discretion in the fullest measure to design, initiate, and operate educational programs which will adequately serve national needs, state goals, and local expectations in an era of rapid technological and social change. To this end, the Pennsylvania School Boards Association advocates that:

CURRICULAR OFFERINGS

a. Curricular offerings should be broad enough to make available to each student an educational opportunity which takes into consideration his needs and his ability, making provision for physical and mental health improvement, and cultural and intellectual development.

COUNSELING AND GUIDANCE SERVICES

b. Adequate educational and vocational counseling and guidance services should be provided for students and parents, where needed.

EDUCATIONAL ENVIRONMENT

c. Local school boards must accept a leadership role in establishing an educational environment which will provide all children, irrespective of race, ethnic background, or socio-economic status, full access to the educational opportunities provided at public expense.

CONTINUING EDUCATION – A GOAL FOR ALL

d. Every effort should be made to encourage all students to complete a high school education and to pursue educational opportunities beyond high school consistent with their desires and abilities.

FACTUAL PRESENTATION OF CONTROVERSIAL ISSUES

e. Factual materials relating to both sides of controversial issues of local, state, national and international importance should be presented in classrooms, unless such presentation is forbidden by law. School administrators and teaching personnel should be required to exert their most conscientious efforts to present such facts objectively and impartially, and local school boards should establish policies which will protect such efforts against unjust reprisal.

FREE PUBLIC SCHOOLS, AN INSTITUTION OF SOCIETY

f. Students should be systematically informed, appropriate to their age levels, about the free public school system as one of the important institutions of our society and about the basic principles upon which this institution is founded.

SELECTION OF TEXTBOOKS AND INSTRUCTIONAL MATERIALS

g. School boards, by law, are vested with the authority and are charged with the duty to select and adopt all textbooks and instructional materials. All attempts to infringe upon this authority of the boards shall be resisted. However, school boards should be encouraged to involve members of their staffs in selection and recommendation of the needed and desirable instructional materials.

ADULT PROGRAMS

h. Whenever possible, facilities and programs for teaching adults the skills and cultural subjects they desire should be provided by local school boards.

PUBLIC SCHOOL FACILITIES – CENTERS FOR THE COMMUNITY

i. Public school facilities should be used as community centers for the integration of the American community and the encouragement of family participation in wholesome character-building activities conducive to good citizenship. This Association will at all times urge passage of legislation whenever necessary to authorize the wider use of public school facilities for community purposes under provisions giving local boards authority to determine, regulate, and maintain such programs.

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**PSBA STANDARDS
FOR EFFECTIVE SCHOOL GOVERNANCE**

.....

**TO PROMOTE STUDENT GROWTH AND ACHIEVEMENT,
AN EFFECTIVE SCHOOL BOARD . . .**

1. Advocates for a thorough and efficient system of public education by:

- a. Promoting public education as a keystone of democracy.
- b. Engaging and promoting community support by seeking input, building support networks and generating action.
- c. Allocating resources in a manner designed to facilitate student achievement consistent with school district goals and plans.
- d. Maintaining legislative awareness and communicating with members of local, state and federal legislative bodies.
- e. Ensuring strong management of the school system by hiring, setting goals with and evaluating the superintendent.
- f. Employing qualified staff to meet student and program needs.

2. Models responsible governance and leadership by:

- a. Staying current with changing needs and requirements by reviewing educational literature, attending professional development opportunities prior to board service and continuously during board service, and preparing to make informed decisions.
- b. Interacting with school officials in other districts and using resources provided by organizations and agencies committed to effective governance and management of public schools.
- c. Leading with respect and taking full responsibility for board activity and behavior.
- d. Adopting and acting in accordance with the *PSBA Code of Conduct for Members of Pennsylvania School Boards*.
- e. Engaging all community stakeholders.
- f. Complying with board policy and all applicable local, state and federal laws and regulations.
- g. Operating as a collective board in making decisions.
- h. Participating in annual board retreats.

3. Governs through policy by:

- a. Seeking input from stakeholders and following an established procedure for consideration.

- b. Regularly reviewing and, as necessary, revising and adopting board policy.
- c. Delegating to the superintendent responsibility for implementation of board policy.
- e. Ensuring public access to adopted board policy.
- f. Purposefully linking its actions to applicable board policies.

4. Ensures that effective planning occurs by:

- a. Adopting and implementing a collaborative strategic planning process, including regular reviews.
- b. Setting annual goals that are aligned with the strategic plan.
- c. Linking board actions to the strategic plan.
- d. Adopting a financial plan that considers short-term and long-term needs.
- e. Adopting professional development plans for board and staff.
- f. Adopting a plan to ensure evaluation of student growth and achievement using relevant data.
- g. Adopting a master facilities plan conducive to teaching and learning.
- h. Adopting a plan for curriculum review and development.

5. Monitors results by:

- a. Using data appropriately to make informed decisions.
- b. Ensuring effective practices for evaluation of staff, programs, plans and services.
- c. Evaluating its own performance.
- d. Assessing student growth and achievement.
- e. Evaluating the effectiveness of the strategic plan.

6. Communicates with and engages the community by:

- a. Distributing relevant information about the district.
- b. Providing methods of communication to the board and appropriate staff.
- c. Seeking input through a variety of methods.
- d. Including stakeholders in all communications.

Adopted by the Pennsylvania School Boards Association
Board of Directors Sept. 16, 2005.

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**PSBA CODE OF CONDUCT FOR MEMBERS
OF PENNSYLVANIA SCHOOL BOARDS**



PREAMBLE

We, as members of our local board of education, representing all the residents of our school district, believe that:

- 1. Striving toward ideal conditions for effective school board service to our community, in a spirit of teamwork and devotion to public education, is the greatest instrument for preserving and perpetuating our representative democracy.
- 2. The future welfare of this community, commonwealth and nation depends upon the quality of education we provide in the public schools.
- 3. In order to maintain a free and strong country, our civic obligation to the community, commonwealth and nation is to maintain free and strong public schools in the United States of America, without surrendering our responsibilities to any other person, group or organization.
- 4. Boards of school directors share responsibility for ensuring a “thorough and efficient system of public education” as required by the Pennsylvania Constitution.
- 5. Our fellow residents have entrusted us with the advocacy for and stewardship of the education of the youth of this community.
- 6. The public expects that our first and greatest priority is to provide equitable educational opportunities for all youth.

ACCORDINGLY,

7. The community should be provided with information about its schools and be engaged by the board and staff to encourage input and support for the school system.
8. Devoting time, thought and study to our duties and responsibilities as school board members is critical for rendering effective and credible service.
9. Board members should work together in a spirit of harmony, respect and cooperation, despite differences of opinion.
10. Personal decisions should be based upon all sufficient facts, we should vote our honest conviction without partisan bias, and we will abide by and uphold the majority decision of the board.
11. Individuals have no legal authority outside the meetings of the board, and should conduct their relationships with all stakeholders and media on this basis.
12. We will not use our positions as school directors to benefit ourselves or any individual or agency.
13. School boards must balance their responsibility to provide educational programs with the need to be effective stewards of public resources.
14. We should recognize that the primary responsibility of the board is to adopt policies by which the schools are to be administered.
15. We should respect that the superintendent of schools and his or her staff are responsible and accountable for the delivery of the educational programs and the conduct of school operations.
16. Communication with all stakeholders and the media should be conducted in accordance with board policy.

Adopted by the Pennsylvania School Boards Association
Board of Directors Sept. 16, 2005.

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FIVE COMPONENT DEPARTMENTS

There are five departments in the PSBA organizational structure:

- **PSBA DEPARTMENT OF SCHOOL BOARD SECRETARIES AND AFFILIATES** – secretary/business managers from the 501 school districts.
- **PENNSYLVANIA SCHOOL BOARD SOLICITORS ASSOCIATION** – attorneys involved in school law who generally serve as counsel to local school boards.
- **PENNSYLVANIA ASSOCIATION OF EDUCATIONAL OFFICE PROFESSIONALS** – administrative personnel who generally serve superintendents, administrators or local boards.
- **PUPIL TRANSPORTATION ASSOCIATION OF PENNSYLVANIA** – individuals interested in improving coordination and supervision of pupil transportation services.
- **PENNSYLVANIA ASSOCIATION OF CAREER AND TECHNICAL ADMINISTRATORS** – public school career and technical administrators.