



Washington State School Directors' Association

 **WSSDA** Delegate
Assembly
2009

November 20, 2009

2009 Delegate Assembly
Table of Contents

2009 Resolutions Committee Members 3

2009 Resolutions Committee Report 5

Agenda 7

Rules of Procedure 9

Consent Calendar 11

Regular Calendar 17

Financial Summary 27

WSSDA Bylaws 29

Positions Review Cycle 39

Notes



2009 Resolutions Committee

Member	School District	Director Area
Ken Christoferson	Stanwood/Camano	I
Mark Wahlstrom	Tukwila	II
Janice Nelson	Auburn	II
Reva Palmer	Franklin Pierce	III
Bruce Richards, <i>Chair</i>	Central Kitsap	IV
Dick Parrett	Pioneer	V
Edri Geiger	Vancouver	VI
Jane Cline	Okanogan	VII
Bruce Drollinger	Naches Valley	VIII
Chris Nieuwenhuis	Riverside	IX
Joe Wollman	Odessa	X
Mary Guay	Richland	XI
Karen Madsen	Everett	WSSDA President-elect

Notes

2009 Delegate Assembly

Resolutions Committee Report

During the Washington State School Directors' Annual Conference in Seattle, November 18 through 21, 2009, delegates from each school board will meet in a Delegate Assembly to take action on official positions of the Association. Those action items are presented in this handbook as suggested resolutions.

The WSSDA Bylaws provide that:

- There shall be a Delegate Assembly consisting of one voting member from each school board in the state. It shall meet in conjunction with the Annual Conference. (Association Meetings, Delegate Assemblies, Article XI (2)(A))
- The Delegate Assembly shall establish the Association's Permanent Positions and the annual dues; amend the Bylaws; and may conduct such other business as may properly come before it. (Association Meetings, Delegate Assemblies, Article XI (2)(B))
- Special meeting of the Delegate Assembly may be called by the Board of Directors or by the delegates at any Delegate Assembly. (Association Meetings, Delegate Assemblies, Article XI (2)(C))
- Any proposed amendment to the Bylaws must be submitted to the Board of Directors at least 90 days prior to the Delegate Assembly. The amendment must be submitted by at least five school boards that have taken formal board action to recommend the amendment or by a majority of members of the Board of Directors of the Association. The Board of Directors shall review and refer all proposed amendments to the Delegate Assembly with recommendations. (Amendments, Article XV (1) (1))
- Bylaws may be amended at the Delegate Assembly by a two-thirds vote of the delegates present, provided due notice, in writing, of the proposed amendment is submitted to the members at least 30 days prior to the Delegate Assembly. (Amendments, Article XV (2))

In addition, the Bylaws also provide that "each year the Resolutions Committee shall review approximately 20 percent of the permanent Association's Positions and recommend revisions and/or deletions for consideration at the Delegate Assembly." (Article IX, Committees, Section 7, Resolutions Committee, C-2.) This year, the committee reviewed *Section 2, District Management*, and has proposed several changes as a result of that review.

Notes

2009 WSSDA Delegate Assembly Agenda

- I. Call to Order

- II. Statement of Qualifications to Act
Article XI, Section 5

- III. Report of the Credentials Chairman

- IV. Introductions:
 - A. Parliamentarian, Mary Randolph, PRP, CPP-T
 - B. Timekeepers

- V. Adoption of Rules of Procedure

- VI. Action on Consent Calendar

- VII. Action on Regular Calendar

- VIII. Other Business

- IX. Announcements

- X. Adjournment

Notes

2009 WSSDA Delegate Assembly

Rules of Procedure

Delegates

- A. One voting ribbon shall be issued to each school board represented at the Delegate Assembly.
- B. Only a school director wearing the district's voting-delegate ribbon (hereinafter called the delegate) is permitted to participate in the proceedings and vote.
- C. Only one person may be a district's delegate on any one agenda item.

Documents

- A. Consent Calendar: The permanent positions, as adopted by the Delegate Assembly are reviewed yearly by the Resolutions Committee. Any proposed changes shall be recommended to the Delegate Assembly for consideration. These positions may be open for consideration following the completion of the Regular Calendar agenda.
- B. Regular Calendar: A committee member shall present individual proposals or issues from the Resolutions Committee. Delegates will vote on each issue under debate rules established by adoption on this document.

Procedure for Proposals

- A. A member of the Resolutions Committee shall state the proposal in summary form and move on behalf of the Resolutions Committee the motion for action.
- B. The vote of the Assembly will be on the proposal as printed or amended, not on the Committee's recommendation.
- C. Amendments shall be presented to the president in writing, signed by the mover and provide his/her school district name and number.
- D. All voting on issues, with the exception of challenged votes, shall be by voice or by show of hands. Challenged votes shall be conducted as a standing vote

or a weighted vote as prescribed in Article XI of the WSSDA Bylaws. Any delegate may call for a weighted vote before, during or after a standing, hand or voice vote is taken on a motion.

- E. Any delegate may move to reconsider a motion that has already been considered.

Timers

- A. The president shall designate one or more official timekeepers.
- B. A mechanical timer shall be used, its face made visible to the voting membership. Its lights shall give warning of remaining or expired time.

Debate

- A. Proponents of the motion may first speak on its behalf. Delegate(s) from the proposing board(s) shall have the first opportunity to speak. Supporters of the motion may speak for not more than a total of three minutes.
- B. Opponents of the motion may speak against the motion for not more than a total of three minutes.
- C. Each Amendment shall have a maximum of three minutes "Pro" and three minutes "Con."
- D. Members of the Delegate Assembly and/or WSSDA staff may be recognized by the president for purposes of clarification.
- E. When a delegate has spoken on the pending motion, that delegate will not be recognized again for the same motion until all other delegates who wish to speak have spoken.

Parliamentary Authority

The parliamentary authority shall be *Robert's Rules of Order Newly Revised*, 10th edition.

Notes

Consent Calendar

The proposals included on this consent agenda are editorial changes in current positions which are being suggested as a result of the Resolutions Committee review of Section 2, *District Management*.

Material to be deleted is *italicized and crossed out* and new material is in **bold type and underlined**.

1. Amend Present Position

2.1.2 Board Development

The WSSDA believes that board orientation and continuing education are essential *to effective boardsmanship*. Local boards should allocate funds and participate in workshops/training sessions, self-studies and conferences to assure a high level of competency for ~~all members~~ **each school director**.

(Adopted 1990; Amended 1992)

Argument for:

Update language, emphasize important role of each school director.

2. Amend Present Position

2.1.3 School Board Leadership

The WSSDA believes that school boards are most effective when focusing their attention on student learning by:

- Working with community and ~~staff~~ **the superintendent** to establish a clear vision;
- Providing the policy, financial and structural framework ~~which will~~ **to** support and guide the operation of the ~~community's~~ **district's** schools;
- Monitoring performance to hold the schools accountable for making progress toward the community's goals and vision for its schools; and
- Establishing ~~open~~ **effective** and ~~continuous~~ communications ~~to and from~~ **with stakeholders including** parents and ~~others in the~~ community. ~~so that they know what students' needs are and school staff understand the community's expectations.~~

(Adopted 1996; Amended 1999)

Argument for:

Update language; clarify the board's role with stakeholders.

3. Amend Present Position

2.1.4 Essential Academic Achievement

The WSSDA believes that it is the school board's duty:

- To ~~provide for~~ **set policy for** and monitor **the** implementation of the district's curriculum, **instruction** and assessment systems to assure ~~that they lead to student achievement of the state's Essential Academic Learning Standards at the fourth-, seventh- and tenth-grade levels~~ **student attainment of state and district's standards**; and

- To **set policy and** monitor promotional practices and provide ~~for~~ alternatives ~~that will to~~ enable students to master academic skills, ~~which are~~ essential for success in the next stages of their learning.

(Adopted 1996; Amended 1999)

Argument for:

Update and clarify the board's role in academic achievement.

4. No Change to Position

2.1.5 Character education

The WSSDA believes that it is the school board's duty:

- To establish and monitor the effectiveness of clear, consistently enforced standards of student conduct;
- To establish and monitor the inclusion of ethical standards for character development in the district's instructional program. Those standards should include as a minimum: Honesty, responsibility, respect for others, civic commitment and respect for the law; and
- To comply with RCW 28A.150.211, Values and Traits Recognized.

(Adopted 1996; Amended 1999, 2004)

5. Amend Present Position

2.1.6 Shared Decision Making and Accountability

The WSSDA believes that it is the school board's duty to provide for active participation of staff, students, parents and community ~~representatives~~ in establishing the district's strategic goals and developing each school's plan. The board must maintain such authority as needed to comply with state law and to be accountable to the electorate.

The board can remain accountable while sharing decision making by:

- Delegating limited authority through written charges to councils, advisory committees, task forces or learning improvement teams;
- Requiring that the resources of the district and each school's plan are directed toward student learning and the district's strategic goals;
- Directing by policy the identification of information needed by the district to track progress toward the district's strategic goals; and
- Monitoring the progress of each school's plan for achieving the district's strategic goals; and
- ~~Annually monitoring the progress of each school's plan in support of the district's strategic goals.~~

(Adopted 1996; Amended 1999, 2004)

Argument for:

Clarify meaning – "annually" is too restrictive. Last bullet is redundant.

6. Amend Present Position

2.1.8 Maintaining Public Support for and Confidence in Schools

The WSSDA believes ~~that it is in the~~ school boards ~~best interest~~ **should**:

- ~~To~~ Establish and use a system for objective, systematic surveying of community expectations;

- ~~To~~ Implement a communication plan that informs parents and the general public of the district’s strategic goals and major challenges, how they are being addressed and what results are being achieved; and
 - ~~To~~ Listen intently to public concerns and expectations, and remain accountable to the public while exercising ~~it’s~~ **the board’s** independent, best judgment.
- (Adopted 1996; Amended 1999)*

Argument for:

Update language and maintain consistency.

7. Amend Present Position

2.2.2 Local Educational Planning and Assessment

The WSSDA, in order to meet the goal of educational excellence, urges all local boards to:

- Develop a strategic plan that includes a vision for the school district ~~and~~ **short- and** long-range goals for educational needs; and
- Frequently evaluate and assess program effectiveness with an emphasis on student learning.

(Adopted 1994; Amended 1999)

Argument for:

Make statement more accurate.

8. No Change to Present Position

2.2.5 Enrollment Options

The WSSDA believes that school districts should provide maximum flexibility for students to attend those schools which accommodate their individual educational, child-care, safety and welfare needs. However, the WSSDA believes that open enrollment — whether intra-district, inter-district or interstate — should not be mandated by federal or state law.

(Adopted 1989; Amended 1994)

9. No Change to Present Position

2.2.6 Homeschooling Program Opportunities

The WSSDA believes it is in the best interest of students that there be public school programs to supplement the homeschooling experience, and that those programs be sufficiently funded by the state.

(Adopted 1999; Amended 2000, 2004)

10. Amend Present position

2.2.7 Alternative and Nontraditional Schools

The WSSDA urges school boards to consider various alternative and nontraditional school options, **including online learning**, within the Washington public school system in order to increase academic opportunities for students.

Any such options must assure both quality and equity in the choices offered to students and parents. Although they may provide both flexibility and autonomy, alternative and nontraditional schools, **including online learning**, should only be authorized by the local school board under a locally developed “*charter*” or agreement. Because the schools belong to the entire public, curricular and fiscal decisions made at any such alternative and nontraditional school, **including**

online learning, must provide for the ultimate public accountability through the public's elected voice – the local school board. Decisions to enact, alter or revoke an “*charter*” agreement should be the decision solely of the local school board.

(Adopted 1996; Amended 2004)

Argument for:

Update language to add online learning.

11. Amend Present Position

2.2.8 Standards of Conduct

The WSSDA urges school boards to adopt policies which define standards of conduct for all staff, students, participants and spectators in school activities.

(Adopted 1981; Amended 1989, 2004)

Argument for:

Make statement more inclusive.

12. No Change to Present Position

2.2.9 Insurance

The WSSDA urges school boards to develop policies which will assure a safe school environment and reduce exposure to damage claims. Adequate comprehensive insurance coverage must be secured to protect against financial loss.

(Adopted 1981; Amended 1989, 2004)

13. Amend Present Position

2.2.10 Food Service Programs

The WSSDA, recognizing the need for good nutrition as part of readiness to learn, urges all school boards to adopt comprehensive policies regarding food service programs. Such policies should address the nutritional value of meals, their cost effectiveness, student participation and the maximum use of ~~both~~ state and federal subsidies and grants.

(Adopted 1994)

Argument for:

Clarify more resources.

14. Amend Present Position

2.2.11 Conservation

The WSSDA encourages school boards to adopt policies intended to maximize efforts at conservation, ~~recycling and purchasing recycled-content products~~ to increase the efficiency of operations and extend the earth's resources.

(Adopted 1999; Amended 2004)

Argument for:

Broaden the scope of the statement.

15. No Change to Present Position

2.2.12 Long-Range Facilities Planning

The WSSDA believes that school boards must use long-range planning to ensure availability of adequate school sites and facilities to meet district needs.

(Adopted 1968; Amended 1989)

16. No Change to Present Position

2.2.13 Community Use of District Facilities

The WSSDA believes that every school board should develop policies to maximize community use of its district facilities. However, school district programs have first priority in the use of district facilities.

(Adopted 1968; Amended 1994)

17. Delete Present Position

~~2.3.2 Diverse Family Structures~~

~~The WSSDA encourages school boards to adopt policies strengthening family involvement and communication sensitive to and accommodating diverse family structures.~~

~~*(Adopted 1991; Amended 1994, 2004)*~~

Argument for:

Covered in Position 2.3.1.

18. Amend Present Position

2.4.1 Student Involvement

The WSSDA urges school boards to adopt policies ~~which allow~~ **that encourage** student participation in matters affecting their education.

(Adopted 1969; Amended 1989, 2004)

Argument for:

Update language

19. Amend Present Position

2.4.2 Student Discipline

The WSSDA urges school boards to adopt appropriate school disciplinary policies with the cooperation of the staff, students, parents and community **that meet local, state and federal requirements**. The WSSDA supports the view that all students, including students with disabilities, are subject to ~~reasonable~~ rules and regulations designed to maintain school discipline and an appropriate, safe learning environment.

(Adopted 1980; Amended 1989, 1994, 2004)

Argument for:

Update language and clarify that it is meeting state and local requirements.

20. Delete Present Position

~~2.4.3 Community Service and Culminating Projects~~

~~The WSSDA believes that community service and the content of culminating projects should be local decisions and not mandated by any other form of government.~~

~~*(Adopted 1997; Amended 2004)*~~

Argument for:

Covered by state law.

21. No Change to Present Position

2.4.4 Education Center Credits

The WSSDA believes that each district should have the final determination as to whether a student has satisfied state and local graduation requirements and has

obtained a Certificate of Academic Achievement in order to be awarded a high school diploma regardless of the education center determination.

(Adopted 1989; Amended 1999, 2004)

22. Amend Present Position

2.4.5 Truancy/Dropouts

The WSSDA urges school boards to address the issues of truancy and dropouts. The local school district, as partner with the juvenile justice system, other social agencies, parents and the state, is responsible for the resolution of truancy and dropout problems.

The WSSDA supports adequate state funding for dropout prevention, ~~and~~ intervention programs and ~~including~~ enforcement of ~~the "Becca" law~~ **truancy laws**.

(Adopted 1980; Amended 1984, 1989, 1994 and 1999)

Argument for:

Make statement consistent with the WSSDA Legislative position.

23. No Change to Present Position

2.4.6 Activities

The WSSDA expects activities schedules will have minimum impact on academic learning time. It shall advocate through its Interscholastic Activities Committee (IAC) to the Washington Interscholastic Activities Association (WIAA), other relevant activities entities and the State Board of Education to meet this expectation.

(Adopted 1993; Amended 1995, 2004)

24. Amend Present Position

2.4.8 At-Risk Children

The WSSDA believes ~~that~~ **when** ~~at-risk children and youth~~ are **at risk** ~~subject to environmental, familial and societal forces that~~ **it** adversely affects their ability to learn in school ~~and survive in society~~. The WSSDA encourages school districts to identify at-risk children ~~and youth~~ in their communities **to** access available services and **to** facilitate intervention programs **to enable these children the opportunity to succeed**.

(Adopted 1987; Amended 1989 and 1999)

Argument for:

Clarifies statement and removes the inference that children are at risk for a limited number of reasons.

Regular Calendar

The proposals included on this regular agenda are changes in current positions that are being suggested as a result of the Resolutions Committee review of Section 2, *District Management*.

The Regular Calendar also includes proposals from the WSSDA Board of Directors.

Material to be deleted is *italicized and crossed out* and new material is in **bold type and underlined**.

1. Amend Present Position

2.1.1 ~~Code of Governance~~ **Professional Standards**

~~The Washington State School Directors' Association (WSSDA) holds that the values, knowledge and skills of effective school directors are based on adherence to basic principles such as honesty, integrity and respect for human dignity.~~

~~We, as independently elected officials, recognize and accept the responsibility of our role and our personal authority to act only within the structure of a school district's board of directors. We commit to taking the time necessary to understand the beliefs, acquire the knowledge and develop the skills necessary to be effective school directors.~~

~~Beliefs~~

~~We believe each individual director is responsible to:~~

- ~~- Be fully prepared and work within the board's structure;~~
- ~~- Make decisions to ensure equal access to public education;~~
- ~~- Acknowledge that an effective board must be composed of members who respect its processes and recognize dissenting viewpoints;~~
- ~~- Respect the professional expertise of district staff as necessary for the operation of effective schools;~~
- ~~- Recognize that schools thrive in a community where there is an atmosphere of mutual respect;~~
- ~~- Support actions taken by the board and clearly differentiate personal opinion from board decisions when speaking in the minority;~~
- ~~- Make decisions to ensure the rights and welfare of all students;~~
- ~~- Make decisions that respect and accommodate diversity;~~
- ~~- Maintain independent judgment free of special interests and partisan political groups and avoid the use of schools for personal gain;~~
- ~~- Promote environments that meet the educational needs of all students;~~
- ~~- Recognize that effective internal and external communications are an essential part of our public schools and the role of a school director;~~
- ~~- Consider data-driven educational research in conjunction with proven practices and community input in making decisions;~~
- ~~- Be accountable for personal actions;~~
- ~~- Work cooperatively with other directors, the staff and the community;~~
- ~~- Understand his/her role in policy making, monitoring and evaluating school district policies; and~~
- ~~- Be sensitive to how independent statements or actions of a director may be perceived.~~

Knowledge and Skills

We believe that successful school directors will acquire the knowledge and skills necessary to:

- Understand the state's laws and regulations and their district's policies and procedures and contractual obligations which govern the operation of schools;*
- Recognize that their school board authority to act can be exercised only when participating in an official meeting of the board;*
- Hold confidential from the public, including families and friends, all matters discussed in executive session;*
- Accept the appropriate roles of the board and the superintendent in the operation of the school district;*
- Strategically plan for the schools' short-, intermediate- and long-range futures; enact policies to ensure fair, efficient and effective operations; monitor — not manage — the implementation of plans and policies and evaluate the district's educational effectiveness;*
- Develop interdependent relationships based on collaboration with other school board directors, other educational policy makers and appropriate agencies which will improve public education; and*
- Keep abreast of important developments in educational trends, research and practices.*

Individual School Director Standards

We, as independently elected officials, recognize and accept the responsibility of our role and our personal authority to act only within the structure of a school district's board of directors. We commit to taking the time necessary to understand the beliefs, acquire the knowledge and develop the skills necessary to be effective school directors.

Standard 1: Values and Ethical Behavior

To be effective, an individual school director:

- a. Places students' needs first.**
- b. Demonstrates commitment to equity and high standards of achievement for each student.**
- c. Commits to treating each individual with dignity and respect.**
- d. Models high ethical standards.**
- e. Advocates for public education.**

Standard 2. Leadership

To be effective, an individual school director:

- a. Contributes to thoughtful governance discussions and decisions by being well informed, open minded and deliberative.**
- b. Understands that authority rests with the board as a whole and not with individual directors.**
- c. Is able to articulate and model appropriate school director roles and responsibilities.**
- d. Actively participates in school director duties and responsibilities.**
- e. Demonstrates group membership and leadership skills, working within the board structure.**
- f. Respects the board's role in policy making and supports all adopted board policies.**

Standard 3. Communication

To be effective, an individual school director:

- a. Builds and maintains positive connections with the community and staff.
- b. Communicates accurately and honestly, with awareness of the impact of his/her words and actions.
- c. Listens carefully and with an open mind.
- d. Maintains civility and treats all people with respect.
- e. Maintains confidentiality of appropriate matters.
- f. Refers and guides people with concerns to appropriate staff.
- g. Welcomes parent, student and community input.

Standard 4. Professional Development

To be effective, an individual school director:

- a. Commits the time and energy necessary to be informed and competent.
- b. Keeps abreast of current issues, research, applicable laws, regulations, and policies that affect public education.
- c. Participates in professional development, individually and with the board/superintendent team.

Standard 5. Accountability

To be effective, an individual school director:

- a. Is accountable to the community.
- b. Takes personal responsibility for his/her own words and actions.
- c. Respects and abides by board decisions.
- d. Meets expectations for transparency, including disclosing potential conflicts of interest and refraining from discussing or voting on those issues.
- e. Complies with board policies/procedures and the law.

Washington School Board Standards

School boards provide leadership focused on promoting student achievement through planning, policy setting, advocacy and monitoring of performance so each and every student succeeds. To fulfill these roles, school boards implement the following standards.

Standard 1.

Provide responsible school district governance by:

- a. Conducting board and district business in a fair, respectful and responsible manner.
- b. Ensuring the board is accountable and open to the public including seeking divergent perspectives in its decision making process.
- c. Respecting and advocating mutual understanding of the roles and responsibilities of board members and the superintendent.
- d. Adopting policies based on well-researched practices that emphasize a belief that all students can achieve at high levels and that support continuous improvement of student achievement.
- e. Promoting healthy relationships by communicating supportively, inspiring,

motivating and empowering others, and exercising influence in a positive manner.

f. Working as an effective and collaborative team.

Standard 2.

Set and communicate high expectations for student learning with clear goals and plans for meeting those expectations by:

- a. Articulating the conviction that all students can learn and the belief that student learning can improve regardless of existing circumstances or resources.
- b. Leading the development, articulation and stewardship of a vision of learning that is shared and supported by schools and community.
- c. Adopting a collaboratively developed district plan focused on learning and achievement outcomes for all students.
- d. Ensuring non-negotiable goals for student achievement are established and aligned to the district's plan.

Standard 3.

Create conditions district-wide for student and staff success by:

- a. Providing for the safety and security of all students and staff.
- b. Employing and supporting quality teachers, administrators and other staff and providing for their professional development.
- c. Providing for learning essentials, including rigorous curriculum, technology and high quality facilities.
- d. Ensuring management of the organization, operations, and resources for an efficient and effective learning environment.
- e. Adopting and monitoring an annual budget that allocates resources based on the district's vision, goals and priorities for student learning.

Standard 4.

Hold school district accountable for meeting student learning expectations by:

- a. Committing to continuous improvement in student achievement at each school and throughout the district.
- b. Evaluating the superintendent on clear and focused expectations.
- c. Measuring student academic progress and needs based on valid and reliable assessments.

Standard 5.

Engage local community and represent the values and expectations they hold for their schools by:

- a. Collaborating with families and community members, responding to diverse interests and needs, and mobilizing community resources.
- b. Ensuring school board and district transparency through a process that is open and accountable.
- c. Ensuring district information and decisions are communicated community-wide.
- d. Soliciting input from staff and a wide spectrum of the community so that a diverse range of interests and perspectives on issues is considered.

(Adopted 1971; Amended 1982, 1984, 1989, 1991, 1994, 1999, 2004)

Argument for:

To clarify and align with WSSDA's newly adopted standards for school boards and individual members.

2. Amend Present Position

2.1.7 Family, Community and School Partnerships

The WSSDA believes that it is the school board's duty to promote partnerships that focus on student learning and personal and civic responsibility. ~~by encouraging families and community organizations to:~~

Families are encouraged to:

- Understand ~~children's~~ **student's** school experience;
- Participate as volunteers in school;
- Support student learning at home;
- Participate in important decisions affecting children.
- Develop effective parenting skills; and
- Use community resources to support parenting efforts.

Community organizations are encouraged to:

- **Understand the needs and challenges of today's students and schools;**
- **Actively participate in schools;**
- **Promote student achievement;**
- **Provide mentoring and service-learning opportunities; and**
- **Contribute resources.**

(Adopted 1996; Amended 1999)

Argument for:

To better clarify the roles and responsibilities of the parents and the community.

3. Amend Present Position

2.1.9 Accountability

~~The WSSDA supports a statewide accountability plan for the entire Washington State public school system. Such a plan must always focus upon continuous improvement in student learning and attainment of learning goals. The state must provide assistance, both general and targeted, to districts and to schools; the local districts and schools should develop their own improvement plans and report progress to the public. The statewide plan should be implemented and regularly reevaluated.~~ **The WSSDA believes that district-level decisions regarding accountability efforts must be authorized and monitored by local school boards. The locally-elected board of directors' are responsible for establishing student learning objectives and determining the support systems including staff, curriculum, facilities and resources. The Office of Superintendent of Public Instruction and the State Board of Education should provide appropriate assistance to the locally-elected school boards as they implement improvements and monitor accountability in their districts.**

(Adopted 1998; Amended 2004)

Argument for:

Existing language in its entirety will be moved to a subsection of Section 6.2, *State Relations*.

4. Amend Present Position

2.2.1 Local Control

The WSSDA believes local control is *the essence of **a core democratic value.** the democratic belief in the right of self-determination.*

The WSSDA therefore believes that laws, regulations and policies that prevent school districts from making changes that improve educational outcomes by meeting the evolving needs of students should be removed or rewritten to support local decision making.

Exercise of local control:

- Provides the best and most direct form of accountability to the community, resulting in more effective programs and the most efficient use of funds;
- Allows schools to reflect the values of local communities;
- Allows directors and staff to be sensitive to their community's diversity; and
- Allows school districts the flexibility to meet local demands and needs with local programs and solutions.

(Adopted 1976; Amended 1982, 1984, 1989, 1992, 1994, 1999, 2004)

Argument for:

Make a stronger statement; reorganized to clarify the meaning of the first sentence.

5. Amend existing position

2.2.3 State Assessment

The WSSDA urges that state assessment programs:

- *Focus on the improvement of student learning in all schools and school districts;*
- *Recognize the difference between schools and school districts and the resources available to them;*
- *Recognize that state-mandated standardized tests are integrated with alternative assessment methods; and*
- *Recognize that some students require multiple opportunities to succeed and those opportunities should be fully funded by the state.*

The WSSDA believes that state assessment programs should be used to measure student learning and district-wide progress. School directors use assessment data to meet the unique needs of each student, close the achievement gap, make system improvements and advocate for additional resources.

(Adopted 1994; Amended 1999, 2004)

Argument for:

Existing language in its entirety will be moved to a subsection of 5.2, *Instruction*.

6. Delete present position

~~2.2.4 Reporting Requirements~~

~~*The WSSDA supports elimination or reduction of state and federal monitoring and reporting functions that are not directly related to student learning.*~~

~~*(Adopted 1980; Amended 1982, 1994, 1999, 2004)*~~

Argument for:

Existing language will be moved to a subsection of 6.2, *State Relations*.

7. Amend Present Position

2.3.1 Multiculturalism, Pluralism and Diversity

The WSSDA promotes universal respect for all people regardless of race, gender, age, religion, national origin, culture or any other perceived difference. Further, the WSSDA respects the value of each individual and affirms that cultural diversity is a valuable resource that should be preserved and promoted.

Every school board should adopt and periodically review its policies relative to ~~the recruitment, employment and promotion of personnel to make certain that no barrier, real or implied, precludes employment opportunities in the schools for all, regardless of race, gender, age, religion, national origin, culture, ability or any other perceived difference~~ **student and staff diversity**.

~~The WSSDA believes:~~

- ~~• That educational experiences that include greater appreciation of, and respect for, human individuality, and cultural differences and similarities should be available to all students;~~
- ~~• That recruitment of all district personnel should be broadened to build a multicultural atmosphere representative of the cultural diversity in the district;~~
- ~~• That school districts should provide for human relations and diversity training for all personnel;~~
- ~~• That access to all classes should ensure that no barrier, real or implied, precludes equal educational/ employment opportunities for every student; and~~
- ~~• That school districts should provide additional support and/or programs for at-risk/disadvantaged students.~~

~~The WSSDA urges each school board to:~~

- ~~• Develop policy, set goals and adopt curriculum recognizing and promoting multiculturalism, pluralism and diversity; and~~
- ~~• Provide in-service training for all staff related to multiculturalism, pluralism and diversity.~~

~~(Adopted 1967; Amended 1984, 1994, 1999, 2004)~~

Argument for:

Simplify and update language.

8. Amend Present Position

2.4.7 ~~Drug- or Alcohol-Dependent Students~~ **Prevention of Substance Abuse**

The WSSDA urges school boards to **set policies and to** provide programs for staff, students, parents and the community on the identification and prevention of ~~drug/alcohol~~ **substance** abuse. The WSSDA urges cooperation with agencies which provide counseling, treatment and other assistance to ~~drug-or-alcohol-dependent~~ **substance-abusing** students. ~~However, the WSSDA opposes defining drug- or alcohol-dependent students as “handicapped” for purposes of mandated programs under the Individuals with Disabilities Education Act (IDEA) and Ch. 28A.155, RCW.~~

~~(Adopted 1985; Amended 1989, 1994, 1999, 2004)~~

Argument for:

Broaden the category and include setting policies. Last sentence does not address prevention of substance abuse. Recommend referring the last sentence to the Legislative Committee for consideration as a Legislative positions.

9. Amend Present Position

Proposal submitted by the Tahoma Board of Directors: Amend Position 5.1.2, Curriculum Content

The WSSDA believes it is the responsibility of the local school board to provide a curriculum which includes the state's essential academic learning requirements:

- Read with comprehension, write with skill and communicate effectively;
- Know and apply the core concepts and principles of mathematics; social, physical and life sciences; civics and history; geography; arts; and health and fitness;
- Think analytically, logically and creatively, and integrate experience and knowledge to form reasoned judgments and solve problems;
- Understand the importance of work and how performance, effort and decisions directly affect future career and educational opportunities; and
- **Must develop 21st century fluency and literacy skills as digital learners through the integration of technology in the K–12 curriculum.**

District curriculum should also include, but not be limited to:

- Citizenship;
- Environmental education;
- World languages; and
- Native American heritage in Washington State.

Argument for:

In order to present a consistent message between standing positions and legislative positions, WSSDA should adopt a position that recognizes the value and importance of integrating technology with curriculum as part of 21st century learning.

Resolutions Committee Recommendation: Action pending by the Resolutions Committee

10. 2010 Dues Resolution

WSSDA Board of Directors Recommendation:

The Delegate Assembly of WSSDA authorizes a 3% increase for the 2010 calendar year. The 3% increase will increase dues a total of \$50,261 for a total of \$1,725,618. This increase is to be directed toward supporting and enhancing the services of WSSDA to support public school directors' efforts to improve student achievement.

Argument FOR:

The annual dues increase is to establish and maintain funds sufficient to ensure the association's financial stability and to provide funding for new and ongoing programs of the association. The WSSDA 2010 operating budget provides funding for advocacy, policy development, legal assistance, communication service, committees and task forces, and leadership (board) development including Leadership WSSDA, Lighthouse training, board self-assessment, regional meetings, and annual conference.

Summary of 2009 Budget by Program:

Revenue		
	Preliminary Budget	Projected
	2010	12/31/09
Association Services	\$ 1,675,657	\$ 1,675,657
Policy & Legal	383,600	374,238
Governmental Relations	41,550	49,630
Leadership Development	145,650	82,065
Annual Conference	417,500	358,375
Communications	55,000	54,540
Other Income	53,900	70,757
Total Revenue	\$ 2,772,857	\$ 2,665,262
Expenditures		
Association Services	\$ 1,045,343	\$ 967,961
Policy & Legal	434,699	426,150
Governmental Relations	275,561	278,641
Leadership Development	423,744	365,286
Annual Conference	402,034	376,114
Communications	290,336	272,476
Total Expenditures	\$ 2,871,717	\$ 2,686,628
Increase/(Decrease) in Fund Balance	\$ (98,860)	\$ (21,366)
Beginning Fund Balance	\$ 714,348	\$ 735,714
Dues Increase	\$ 50,261	\$
Ending Fund Balance	\$ 665,749	\$ 714,348

*Includes a 3.0% increase in dues.

Notes

Financial Summary

Washington State School Directors' Association Statement of Net Assets December 31, 2008

	Governmental Activities 2008
ASSETS	
Cash and Cash Equivalents	\$ (89,832)
Investments	825,244
Accounts Receivable	46,449
Prepaid Expenses	14,005
Interest Receivable	3,747
Prepaid Interest	17,366
Total Current Assets	<u>816,979</u>
Capital Assets (Note 2):	
Non-Depreciable Assets	368,700
Depreciable Assets, Net of Depreciation	1,038,624
Total Capital Assets, Net of Depreciation	<u>1,407,324</u>
Total Assets	<u>2,224,303</u>
LIABILITIES	
Accounts Payable	30,217
Sales Tax Payable	3,689
Benefits Payable	2,346
Deferred Revenue (Note 6)	29,267
Grants (Note 6)	15,745
Total Current Liabilities	<u>81,264</u>
Long-Term Liabilities (Note 3):	
Compensated Absences	140,360
Mortgage Payable	685,000
Total Long-Term Liabilities	<u>825,360</u>
Total Liabilities	<u>906,624</u>
NET ASSETS	
Invested in Capital Assets, Net of Related Debt	722,324
Restricted Net Assets for:	
Insurance	10,000
Maintenance Reserve	14,704
Unrestricted Net Assets	<u>570,651</u>
Total Net Assets	<u>\$ 1,317,679</u>

Washington State School Directors' Association
Statement of Activities
For the Year Ended December 31, 2008

Expenses:	Governmental Activities 2008
Current by Program:	
Association Services	\$ 983,552
Less Capital Asset Outlays	(60,159)
Less Principal Payment on Mortgage	(55,000)
Plus Disposals (net book value)	24,287
Plus Depreciation Expense	23,032
Plus Increase in Compensated Absences Liability	17,208
	932,920
Policy & Legal Services	433,854
Governmental Relations	257,642
Board Development & Training	454,461
Annual Conference	269,945
Communications & Marketing	264,541
Total Expenses	2,613,363
 Program Revenues	
Association Services	1,679,714
Policy & Legal Services	417,168
Governmental Relations	44,473
Board Development & Training	75,013
Annual Conference	456,970
Communications & Marketing	61,113
Total Program Revenues	2,734,451
Grant Revenue	-
Other Revenue	
Interest Income	50,606
Rental Income	21,219
Other Income	9,100
Total Other Revenue	80,925
Total Revenue	2,815,376
Excess (Deficiency) of Revenues over Expenses	202,013
 Changes in Net Assets	
Beginning	1,115,666
Ending	\$ 1,317,679

Washington State School Directors' Association

Bylaws

ARTICLE I. NAME

This Association shall be known as The Washington State School Directors' Association (The WSSDA), herein after referred to as the Association.

ARTICLE II. PURPOSE

The purpose of the Association shall be to further "the coordination of programs and procedures pertaining to policy making and to control and management among the school districts of the state," as provided by law, and to provide leadership for the continual improvement of a public education system which assures effective learning for all students.

ARTICLE III. POWERS

The Washington State School Directors' Association shall have the powers as set forth in the bylaws and RCW 28A:

- A. To prepare, adopt, amend and repeal a constitution and rules and regulations, bylaws, and general policy statements for its own organization and for its government and guidance, provided action taken with respect thereto is not inconsistent with the provisions of law under RCW 28A;
- B. To arrange for and call such meetings of the Association, or of the officers and committees thereof, as are deemed essential to the performance of its duties;
- C. To provide for the compensation of members of the Board of Directors, and for the payment of travel and subsistence expenses incurred by members, officers and employees of the Association while engaged in the performance of duties under the direction of the Association;
- D. To employ an Executive Director and other necessary personnel;
- E. To collect membership dues according to law; and
- F. To act or to provide such services as may be requested or authorized by the Association's members, or for them by the Board of Directors, provided that such acts or services are permitted by law, and the Bylaws.

ARTICLE IV. MEMBERS

Section 1. Classification of Members

The membership of the Association shall be comprised of the members of the boards of directors of the school districts of the state.

- A. Regular Members. Regular members shall be the members of the boards of directors of the school districts of the State of Washington, as provided by law.
- B. Associate Members. Associate members shall comprise the educational service districts' board members and members of the State Board of Education.
- C. Honorary Members. Honorary members shall comprise the Past Presidents of the Association and any who have rendered distinguished service to this Association or to education and have been voted into honorary membership by the Association at an Annual Conference.

Section 2. Privileges

Associate members and honorary members shall be entitled to all the privileges of regular members except the right to vote or to hold elective office in the Association.

ARTICLE V. OFFICERS

There shall be three officers: a President, a President-elect and a Vice President. The Vice President shall be elected from the east side of the Cascade Mountains in even-numbered years and from the west side of the Cascade Mountains in odd-numbered years. A school director shall be ineligible to serve as an officer if he or she is simultaneously serving as a statewide elected official or as a member of the state legislature.

Section 1. Terms

- A. The terms of office for the President, President-elect and Vice President shall be one year or until his/her successor is installed.
- B. Upon the completion of the President's term of office at the end of the Annual Conference, the President-elect shall assume the office of President.
- C. A President not reelected in his/her district of residence may act as presiding officer at the immediately ensuing annual conference.

Section 2. Elections

The President-elect and Vice President shall be elected at the Annual Conference and shall take office immediately following adjournment of that conference.

- A. Nominations may be made from the floor with the approval of the nominee.
- B. The election shall be by written ballot. Those candidates receiving a majority of votes cast for the respective offices shall be declared elected.
- C. If no candidate receives a majority of the votes, the two candidates receiving the highest number of votes will be candidates for re-balloting.

Section 3. Vacancy

- A. In the event of a vacancy in the office of President, the President-elect shall assume the presidency for the remainder of the President's term and then shall serve a full term as President in his/her own right.
- B. In the event of a vacancy in the office of President-elect, the remaining members of the Board of Directors shall, with convenient speed, elect a successor from the same side of the Cascade Mountains to serve the remainder of the term; provided that a President from the same side of the Cascade Mountains shall be elected at the next Annual Conference.
- C. In the event of a vacancy in the office of Vice President, the remaining members of the Board of Directors shall, with convenient speed, elect a successor from the same side of the mountains as the elected vice President to serve the remainder of the term.

Section 4. Duties

- A. The duties of the officers shall be those as set forth in the Bylaws, by the board of directors, the delegate assembly or the parliamentary authority.
- B. In the event of the President's temporarily vacating the chair, the President-elect shall preside.

ARTICLE VI. DIRECTOR AREAS

Section 1.

The state is divided into eleven school director areas for the purpose of representation on committees of the Association established by the Bylaws. Each area shall have one representative on the Board of Directors and Resolutions and Nominating Committees except for Area Two which shall have two representatives. Each area shall have two representatives on the Legislative Committee except for Area Two which shall have four representatives.

- AREA ONE: School districts within Northwest Educational Service District 189;
- AREA TWO: School districts within Puget Sound Educational Service District in King County and the Bainbridge Island School District;
- AREA THREE: School districts within Puget Sound Educational Service District in Pierce County;
- AREA FOUR: School districts within Olympic Educational Service District 114;
- AREA FIVE: School districts within Educational Service District 113;
- AREA SIX: School districts within Educational Service District 112;
- AREA SEVEN: School districts within North Central Educational Service District;
- AREA EIGHT: School districts within Educational Service District 105;
- AREA NINE: School districts within Educational Service District 101 in Ferry, Stevens and Pend Oreille Counties and the following school districts within Spokane County: Central Valley, Deer Park, East Valley, Mead, Nine Mile Falls, Orchard Prairie, Riverside, Spokane and West Valley;
- AREA TEN: School districts within Educational Service District 101 in Lincoln, Adams and Whitman Counties, the following school districts within Spokane County: Great Northern, Medical Lake, Freeman, Cheney, Liberty; and Clarkston and Asotin-Anatone School Districts in Asotin County; and,
- AREA ELEVEN: School districts within Educational Service District 123 except Clarkston and Asotin-Anatone School Districts in Asotin County.

Section 2.

All school districts west of the easterly boundaries of Whatcom, Skagit, Snohomish, King, Pierce, Lewis and Skamania counties are considered to be west of the Cascade Mountains.

Section 3.

Except as provided below, all other school districts are considered to be east of the Cascade Mountains: school districts in Klickitat County, other than Bickleton and Goldendale, are considered to be west of the Cascade Mountains.

ARTICLE VII. BOARD OF DIRECTORS

Section 1. Membership

The Board of Directors shall consist of the President, President-elect, Vice President, and representatives from school director areas, as defined in the Bylaws. The Immediate Past President and members serving on the NSBA board of directors shall serve ex officio.

Section 2. Election

Representatives from each school director area shall be nominated and elected to the board of directors at an Annual Conference of the Association. Elections shall take place at a caucus of members from the school director area. Election shall be by a plurality of votes cast by those present and voting.

Section 3. Terms of Office

Board members shall hold staggered three-year terms or until their successors have been elected. Terms shall begin at the close of the annual conference at which they are elected. The Board of Directors shall have authority to fix the length of the first terms of Board members from newly-created school director areas.

Section 4. Duties

- A. The Board of Directors shall, between Annual Conferences, be charged with implementing the purposes of the Association, exercising general supervision over its affairs and interpreting the Bylaws. It shall be charged with the duty of effecting policies and programs adopted at meetings of the Association.
- B. The Board of Directors shall have the responsibility to prepare and approve the Association's annual budget. This budget may be revised by the Board of Directors at any time.
- C. The Board of Directors shall have such power as is normally exercised by such governing bodies to provide for the effective and efficient operations of an association, provided that all actions shall be in compliance with the law, the terms of the Association's Bylaws, and those positions established by the delegates at the Annual Conference.

Section 5. Meetings

- A. The Board of Directors shall meet at the call of the President or on its own motion or upon the request of any four of its members.
- B. With proper notification to all members, the Board may meet by teleconference.

Section 6. Quorum.

A majority of the Board shall constitute a quorum.

ARTICLE VIII. EXECUTIVE COMMITTEE

Section 1. Membership

There shall be an Executive Committee comprised of the officers of the Association, the Immediate Past President ex-officio, and one Board member elected from the Board of Directors.

Section 2. Powers and Duties

The Executive Committee shall oversee the general affairs of the Association between meetings of the Board of Directors, advise the Executive Director on matters pertaining to the positions and policies of the Association and the Association's plans established by the Board of Directors, and perform such other duties and exercise such other powers as are prescribed by the Board of Directors.

Section 3. Meetings

- A. Meetings may be called by the President or a majority of the members.
- B. Meetings may be held by teleconference.

Section 4. Quorum

A majority of the Executive Committee shall constitute a quorum.

ARTICLE IX. COMMITTEES

Section 1. Standing Committees

- A. The standing committees of the organization shall be Legislative, Nominating, Resolutions, and Interscholastic Activities.
- B. The membership, election powers, and duties of the committees shall be those as stated in the Bylaws.

Section 2. Other Committees

- A. The Board of Directors may create advisory committees or task forces. The President, with the approval of the Board, may appoint the chairman and members.

B. All advisory committees or task forces shall be reviewed annually.

Section 3. Meetings

Meetings may be held by teleconference.

Section 4. Quorum

A majority of any committee shall constitute a quorum.

Section 5. Legislative Committee

A. Membership: There shall be a Legislative Committee which shall consist of the Vice President, four representatives from Director Area II and two representatives from all other director areas, as defined by the Bylaws.

B. Election:

1. At each Annual Conference of the Association, one half of the Legislative Committee members representing each director area shall be nominated and elected by director area caucus by a plurality of the votes cast.
2. They shall assume office immediately following their election at the Annual Conference.
3. They shall serve for two years or until their successors are elected.

C. Duties:

1. The Legislative Committee shall recommend an annual legislative program to the Board of Directors. It shall devise that program with input from the Legislative Assembly.
2. The Legislative Committee shall monitor and actively support the Association's legislative program.
3. Each year the Legislative Committee shall review approximately twenty (20) percent of the Standing Legislative Positions and recommend revisions and/or deletions for consideration at the Legislative Assembly.
4. The Legislative Committee shall appoint three members to the Positions Subcommittee. The Positions Subcommittee shall review proposals for potential conflicts or inconsistencies with existing positions. The President or a designee shall chair the Subcommittee. Meetings shall be called, as needed, by the chair.

Section 6. Nominating Committee

A. Membership: There shall be a Nominating Committee which shall consist of a Past President appointed by the president to serve as chair, two representatives from Director Area Two, and one representative from all other director areas, as defined by the Bylaws.

B. Election:

1. Each Nominating Committee member representing a director area shall be nominated and elected by caucus at an Annual Conference of the Association by a plurality of the votes cast.
2. They shall assume office immediately following their election at the Annual Conference.
3. They shall serve for two years or until their successors are elected.
4. The terms of the representatives from director areas shall be staggered so that, as nearly as may be, the terms of one-half shall expire each year.

C. Duties:

1. The Nominating Committee shall nominate one or more persons for President-elect and Vice President, filing these nominations in writing with the Executive Director, at least sixty days before the Annual Conference.

2. In the event of a vacancy in the office of President-elect, the Nominating Committee shall nominate one or more persons from the same side of the Cascade Mountains for election as President at the next Annual Conference.
3. At the Annual Conference the chairman shall give the report of the Nominating Committee during the first general session.
4. The Nominating Committee shall be in charge of the entire balloting procedure, including the tabulations of all ballots for all elections conducted at the Annual Conference.

Section 7. Resolutions Committee

- A. Membership: There shall be a Resolutions Committee which shall consist of the President-elect, two representatives from Director Area Two and one representative from all other director areas, as defined by the Bylaws. The President- Elect shall serve as the vice chairman of the Resolutions Committee unless she/he is elected to chair the committee.
- B. Election:
 1. Each Resolutions Committee member representing a director area shall be nominated and elected by caucus at an Annual Conference of the Association by a plurality of the votes cast.
 2. They shall assume office immediately following their election at the Annual Conference.
 3. They shall serve for two years or until their successors are elected.
 4. The terms of the representatives from school director areas shall be staggered so that, as nearly as possible, the terms of one-half shall expire each year.
- C. Duties:
 1. The Resolutions Committee shall consider proposals for Permanent Association Positions submitted by school boards, the Board of Directors or Association committees. The committee shall report its recommendations to the membership at least 30 days prior to the Delegate Assembly.
 2. Each year the Resolutions Committee shall review approximately twenty (20) percent of the Permanent Association Positions and recommend revisions and/or deletions for consideration at the Delegate Assembly.
 3. The Resolutions Committee shall appoint three members to the Positions Subcommittee. The Positions Subcommittee shall review proposals for potential conflicts or inconsistencies with existing positions. The President or a designee shall chair the Subcommittee. Meetings shall be called, as needed, by the chair.

Section 8. Interscholastic Activities Committee

- A. Membership: There shall be an Interscholastic Activities Committee which shall consist of a WSSDA Board member appointed by the President, two representatives from Director Area Two and one representative from all other director areas, as defined by the Bylaws.
- B. Election:
 1. At each Annual Conference of the Association, one half of the Interscholastic Activities Committee members representing each director area shall be nominated and elected by director area caucus by a plurality of the votes cast.
 2. They shall assume office immediately following their election at the Annual Conference.
 3. They shall serve for two years or until their successors are elected.
- C. Duties:

1. The Interscholastic Activities Committee shall review and make recommendations on all proposals to be submitted to WIAA representative assemblies. These recommendations shall be communicated to the Association's members.
2. The Interscholastic Activities Committee shall engage in education and communication activities to inform school directors of their roles and responsibilities in the provision of interscholastic activities and their relationship with the WIAA.
3. The Interscholastic Activities Committee shall meet with the WIAA Executive Director to review WIAA state, regional and tournament financial affairs and review the audit of WIAA finances.
4. The Interscholastic Activities Committee shall review the governance of WIAA and the manner by which its operation are overseen by its Executive Board, the State Board of Education and the WSSDA and local boards, and make recommendations to the WSSDA Board of Directors regarding WIAA governance.
5. The Interscholastic Activities Committee shall make other recommendations to the WSSDA Board of Directors regarding WIAA or student interscholastic activities as the Committee deems appropriate.

ARTICLE X. VACANCIES

Section 1. Termination of Local Board Membership

Except as provided in any other Article in the Bylaws, a vacancy occurs in any office or position, elective or appointive, or in any committee, when the person holding the same ceases to be a member of a school district board of directors.

Section 2. Unexcused Absence

A vacancy occurs when a member of any committee or task force is absent from two consecutive and properly called meetings of the committee or task force, unless the absence is excused by the chairman.

Section 3. Resignations

Any committee member may resign at any time by giving written notice to the President. Such resignations shall take effect immediately unless there is a time specified therein.

Section 4. Replacement

- A. In the event of a vacancy in the position of a school director area representative on the Board of Directors, the remaining members of the Board of Directors shall, with convenient speed, elect a successor from among the school directors in the school director area in which the vacancy occurs, to serve until the next Annual Conference.
- B. In the event of a vacancy on any other committee of the Association, the President shall, with convenient speed, appoint a successor to serve out the unexpired term or until the next Annual Conference, whichever happens first. The appointment shall be subject to Board approval.
- C. When a vacancy on an elected committee is announced at the Annual Conference in a director area caucus, it shall be filled by election from that caucus.
- D. When an area representative on the board of directors is a candidate for an officer position, that may result in a board vacancy, the caucus shall conduct a contingency ballot for the potential vacancy.

Section 5. Removal from Office

- A. Association Officers. Any officer may be removed for cause from office by an affirmative vote of two thirds of the entire Board of Directors at any regular or special meeting as set forth in the policies and procedures.
- B. Members of the Board of Directors
 - 1. Any member of the Board of Directors may be removed from office for cause by the affirmative vote of two thirds of the entire Board of Directors at any regular or special meeting.
 - 2. Director area representatives may also be removed from office by an affirmative vote of two-thirds of those school directors attending the director area caucus at annual conference. If the removal is to be effective, not fewer than forty (40) percent of those school directors eligible to vote must attend the caucus.

ARTICLE XI. ASSOCIATION MEETINGS

Section 1. Annual Conferences

- A. There shall be an Annual Conference of the Association to be held at such time and place as may be designated by the Board of Directors.
- B. The Annual Conference shall be an assembly of the state's school directors for the purpose of conveying information, determining Association positions or policies relative to any issues and conducting Association elections and other business.
- C. It is the intent of the Association that Annual Conferences shall be held alternately on the east and west sides of the Cascade Mountains.

Section 2. Delegate Assemblies

- A. There shall be a Delegate Assembly consisting of one voting member from each school board in the state. It shall meet in conjunction with the Annual Conference.
- B. The Delegate Assembly shall establish the Association's Permanent Positions and the annual dues; amend the Bylaws; and may conduct such other business as may properly come before it.
- C. Special meeting of the Delegate Assembly may be called by the Board of Directors or by the delegates at any Delegate Assembly.

Section 3. Legislative Assemblies

- A. There shall be a Legislative Assembly consisting of one voting member from each school board in the state.
- B. It shall meet when called by the Board of Directors. The time and place of meeting shall be designated by the President.
- C. The Legislative Assembly shall consider legislative proposals and any new or proposed changes to existing Standing Legislative Positions.

Section 4. Voting

- A. Every delegate at the Delegate Assembly shall have one vote on matters pertaining to general Association business, setting the total amount of the annual dues, and amendments to the Bylaws.
- B. Every delegate shall have one vote or a weighted vote, if five (5) delegates call for a weighted vote:
 - 1) On establishing or amending the Association's Permanent Positions; and
 - 2) On matters relating to how dues are assessed to individual districts.
- C. Every delegate at the Legislative Assembly shall have one vote, or a weighted vote, if five (5) delegates call for a weighted vote.

OSPI Headcount Enrollment	Votes
0 – 1,000	1
1,001 – 5,000	2
5,001 – 10,000	3
10,001 – 15,000	5
15,001 – 20,000	7
20,001 – 25,000	9
25,001 – 30,000	11
30,001 – 35,000	13
35,001 – 40,000	15
40,001 – 45,000	17
45,001 – 50,000	19

D. There shall be no absentee or voting by proxy.

E. The Board of Directors may submit emergency matters or late proposals, except amendments to the Bylaws, to be voted upon at the Delegate Assembly only after at least four (4) hours written notice to the members present.

When a weighted vote authorized by the Bylaws is called, delegates shall receive the number of votes as follows based on student enrollment on the first school day in October:

Section 5. Quorums

At all meetings of the Association, five (5) percent of the regular membership shall constitute a quorum.

2010 Dues

The maximum dues assessed to any single school district may not exceed the base salary of a teacher in that district. 2008-2009 staffing as reported to the State Superintendent of Public Instruction

ARTICLE XII. FINANCE

- A. Within the limitation established by law, the Delegate Assembly shall determine the amount of the Association’s revenue to be derived from dues for the ensuing year.
- B. In the absence of a quorum at Delegate Assembly, the Board of Directors may assess dues, not to exceed the amount of dues assessed the preceding year.
- C. The Association shall submit an annual financial statement to the membership and financial reports at each meeting of the Board of Directors.
- D. The Association staff shall be bonded in an appropriate amount.
- E. The fiscal year shall be from January 1 through December 31 and all dues shall become payable on January 1 of each year.
- F. The President shall appoint a finance subcommittee of the Board of Directors to monitor the Association’s finances and report to the Board.

ARTICLE XIII. ASSOCIATION OFFICE

The Association shall maintain its principal office and such other offices as may be necessary at such place or places as the Board of Directors shall from time to time determine.

ARTICLE XIV. COUNTY AND REGIONAL UNITS

Section 1. Formation

County or regional units may be formed by the members under bylaws consistent with the Bylaws of the Association.

Section 2. Association Services

The Association shall cooperate in the organization and conduct of county and regional units.

ARTICLE XV. AMENDMENTS

Section 1.

Any proposed amendment to the Bylaws must be submitted to the Board of Directors no later than 90 days prior to the Delegate Assembly. The amendment must be submitted by:

1. At least five school boards that have taken formal board action to recommend the amendment; or
2. By a majority of members of the Board of Directors of the Association.

The Board of Directors shall review and refer all proposed amendments to the Delegate Assembly with recommendations.

Section 2.

Bylaws may be amended at the Delegate Assembly by a two-thirds vote of the delegates present, provided due notice, in writing, of the proposed amendment is submitted to the members at least 30 days prior to the Delegate Assembly.

ARTICLE XVI. PARLIAMENTARY AUTHORITY

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the association in all cases to which they are applicable and in which they are not inconsistent with law, these bylaws, or special rules of order adopted by the organization.

ARTICLE XVII. INDEMNIFICATION CLAUSE

The Association shall indemnify, defend and hold harmless its officers, directors, or employees from any and all losses, claims, demands, suits, costs and expenses (including reasonable attorney fees) of whatever nature or description arising from any claim against the officer, director or employee when acting on behalf of the Association. However, if a court of general jurisdiction determines that the director, officer or employee was not acting in good faith or within the scope of that person's authority or employment, such costs of defense or judgment shall not be authorized or paid.

Position Review:

All Association positions were reviewed by the membership in 1972, 1977 and 1982. Pursuant to its duty as stated in the Bylaws, in 1984 the members of the WSSDA Resolutions Committee reviewed Section 2 of the WSSDA Positions;

in 1985 they reviewed Section 3;
in 1986 they reviewed Section 5;
in 1987 they reviewed Sections 1 and 6;
in 1988 they reviewed Section 4;
in 1989 they reviewed Section 2;
in 1990 they reviewed Section 3;
in 1991 they reviewed Section 5;
in 1992 they reviewed Sections 1 and 6;
in 1993 they reviewed Section 4;
in 1994 they reviewed Section 2
in 1995 they reviewed Section 3;
in 1996 they reviewed Section 5;
in 1997 they reviewed Sections 1 and 6;
in 1998 they reviewed Section 4;
in 1999 they reviewed Section 2;
in 2000 they reviewed Section 3;
in 2001 they reviewed Section 5;
in 2002 they reviewed Section 1 and 6;
in 2003 they reviewed Section 4;
in 2004 they reviewed Section 2;
in 2005 they reviewed Section 3;
in 2006 they reviewed Section 5;
in 2007 they reviewed Sections 1 and 6; and
in 2008 they reviewed Section 4.

Prior to the 2009 Delegate Assembly, the WSSDA Resolutions Committee reviewed Section 2, *District Management*, which constitutes approximately 20 percent of the Association's positions.