



  
WSSDA

# DELEGATE ASSEMBLY 2014

WASHINGTON STATE SCHOOL DIRECTORS' ASSOCIATION

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## 2014 RESOLUTIONS COMMITTEE

“There shall be a Resolutions Committee which shall consist of one representative from each director area; other than director area 2 which shall have two representatives and the president-elect who shall serve as vice-chair unless he/she is elected to chair the committee.” [WSSDA Operating Policy #2090, Resolutions Committee]

Director Area:	School District:	Member:	Term Expires
1	Stanwood/Camano	Ken Christoferson	2014
2	Northshore	Janet Quinn	2015
2	Bellevue	Chris Marks	2014
3	Bethel	Warren Smith	2015
4	Central Kitsap	Bruce Richards, <i>Chair</i>	2014
5	<i>Vacant</i>	<i>Vacant</i>	
6	Battle Ground	Julie Rotz	2014
7	Oroville	Rocky DeVon	2015
8	Sunnyside	Michelle Perry	2015
9	Riverside	Chris Nieuwenhuis, <i>President-Elect</i>	2014
9	West Valley	Adam Mortensen	2015
10	Pullman	Susan Weed	2014
11	Richland	Mary Guay	2015



## RESOLUTIONS COMMITTEE REPORT

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During the WSSDA Annual Conference in Spokane, **November 19 through 22, 2014**, 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. The Assembly shall meet in conjunction with the Annual Conference. *[Association Meeting, 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 Meeting, 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 Meeting, Delegate Assemblies, Article XI (2)(C)]*
- Any proposed amendment to the Bylaws must be submitted to the Board of Directors no later than ninety (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. 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)]*
- 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 8, Resolutions Committee, B-2.]* **This year, the committee reviewed Section 2, District Management, and has proposed several changes as a result of that review.**

## ASSEMBLY AGENDA

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- I. Call to Order
  - Flag Salute
- II. Statement of Qualification to Act  
[Article XI, Section 5]
- III. Report of the Credentials Chairman
- IV. Declaration of Quorum
- V. Introductions
- VI. Adoption of the Rules of Procedure
- VII. Adoption of the Assembly Agenda
- VIII. Opening Announcements
- IX. Action on the Consent Calendar
- X. Action on the Regular Calendar
- XI. Other Business
- XII. Closing Announcements
- XIII. Adjournment

# RULES OF PROCEDURE

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## DELEGATES:

- A. One voting ribbon shall be issued to each school board representative 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 each issue under debate rules established by adoption on this document.

## PROCEDURE FOR PROPOSALS

- A. A member of the Resolutions Committee or Board of Directors 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, Section 4 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 or 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*, 11<sup>th</sup> edition.

# CONSENT CALENDAR

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The proposals included on this Consent Calendar are: 1) editorial changes to current Positions suggested as a result of the 2014 Resolutions Committee review of Section 2, District Management; and 2) proposals for editorial changes suggested by the WSSDA Board of Directors.

To move a Position from the Consent Calendar to the Regular Calendar for debate, there must be five districts making the request.

Material to be deleted is ~~italicized and strikethrough~~ and new material is in **bold type and underlined**.

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## 1. AMEND CURRENT POSITION

### 2.1.1 Professional Standards\*

#### 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, 2009, **2014**)

**\*These professional standards were developed as the result of research by the Lighthouse Project in 2009. Any changes to this section directly affect the WSSDA Board Self-Assessment program.**

EXPLANATION: There is no substantive change to this Position. This Position is updated to include a brief comment related to the development of these professional standards and the relationship between the Position and the Board Self-Assessment program.

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## 2. AMEND CURRENT 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 the superintendent to establish a clear vision **that supports learning for all students;**
- Providing the policy, financial and structural framework to support and guide the operation of the district's schools;
- Monitoring performance to hold the schools accountable for making progress toward the ~~community's~~ **districts** goals and vision for its schools; and
- Establishing ~~effective~~ **meaningful** communications with **district** stakeholders ~~including parents and community.~~

(Adopted 1996; Amended 1999, 2009, **2014**)

CHANGE STATEMENT: This Position is updated to place focus on learning for all students and to clarify language.

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## 3. AMEND CURRENT POSITION

### 2.1.4 Essential Academic Achievement

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

- **To set policy that recognizes and accommodates individual learning styles to enable students to master academic skills essential for success.**
- To set policy for and monitor the implementation of the district's curriculum, instruction and assessment systems to assure student attainment of state and district's standards; and
- To set policy and monitor **grade level** promotion practices. ~~provide alternatives to enable students to master academic skills essential for success in the next stages of their learning.~~

(Adopted 1996; Amended 1999, 2009, **2014**)

CHANGE STATEMENT: This Position is updated to reorganize the sequence and to clarify language.

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## 4. AMEND CURRENT POSITION

### 2.1.5 ~~Character Education~~ Development

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, **2014**)

CHANGE STATEMENT: Change to title only.

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## 5. AMEND CURRENT 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.

**The board encourages families to:** ~~Families are encouraged to:~~

- Understand **their** 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.

**The board encourages** ~~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, 2009, **2014**)

CHANGE STATEMENT: This Position is updated to place responsibility on school boards as “encouraging” partnerships.

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## 6. AMEND CURRENT POSITION

### 2.1.9 Accountability

**The WSSDA believes that accountability includes, but is not limited to:**

- **continuous improvement in student learning and attainment of learning goals**
- **progress regularly reported to the public**
- **responsible fiscal stewardship**
- **the safety of all students and staff**
- **compliance with state and federal law**

The WSSDA believes that district-level decisions regarding accountability efforts must be authorized and monitored by the 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, 2009, **2014**)

**CHANGE STATEMENT:** This Position is updated to identify what accountability is and that school directors are responsible for these efforts.

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## 7. AMEND CURRENT POSITION

### 2.2.1 Local Control

The WSSDA believes local control is a core ~~democratic~~ **American** value **and** 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~~ **should be written to support local control.**

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 **the evolving needs of students** with local programs and solutions.

(Adopted 1976; Amended 1982, 1984, 1989, 1992, 1994, 1999, 2004, 2009, **2014**)

**CHANGE STATEMENT:** This Position has been reworded for positive rather than reactionary language and to reinforce local control.

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## 8. AMEND CURRENT POSITION

### 2.2.2 Local Education Planning and Assessment

The WSSDA **believes that**, in order to meet the ~~goal~~ **standard** of educational excellence, ~~urges all local boards to~~ **should**:

- Develop a strategic plan ~~that includes~~ **with a student focused vision that includes** for the school district 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, 2009, **2014**)

CHANGE STATEMENT: This Position has been updated for clarification.

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## 9. AMEND CURRENT POSITION

### 2.2.9 Food Service Programs

The WSSDA ~~believes, recognizing the need for that~~ good nutrition ~~as is a~~ part of readiness to learn, and 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 state and federal subsidies and grants.

(Adopted 1994; Amended 2009, **2014**)

CHANGE STATEMENT: This Position has been updated for consistency.

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## 10. AMEND CURRENT POSITION

### 2.3.1 ~~Multiculturalism, Pluralism and Diversity~~ Nondiscrimination

The WSSDA promotes universal respect for all people ~~regardless of race, culture, religion, creed, color, national origin, sex, sexual orientation, gender expression or identity, marital status, the presence of any sensory, mental or physical disability, or the use of a trained dog guide or service animal by a person with a disability, gender, age, religion, national origin, culture or any other perceived difference~~ **in accordance with RCW 28A.642.010**. Further, the WSSDA respects ~~the value of~~ each individual and affirms that ~~cultural~~ diversity is a valuable ~~resource that and~~ should be preserved and promoted. Every school board should adopt and periodically review its policies relative to student and staff diversity.

(Adopted 1967; Amended 1984, 1994, 1999, 2004, 2009, **2014**)

CHANGE STATEMENT: This Position has been updated for compliance with RCW and to clarify language.

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## 11. AMEND CURRENT POSITION

### 2.3.2 Diverse Family Structures

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

(Adopted 1991; Amended 1994, 2004, **2014**)

CHANGE STATEMENT: This Position has been update to strengthen language.

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## 12. AMEND CURRENT POSITION

### 2.4.2 School Climate and Student Discipline

The WSSDA ~~urges~~ **believes that** school boards ~~to should~~ adopt ~~appropriate~~ **comprehensive** school disciplinary policies with the cooperation of the staff, students, parents and

community **to promote a positive, culturally responsive school climate. Policies must meet** ~~that meet~~ local, state and federal requirements.

~~The WSSDA supports the view that all students, including students with disabilities, are subject to rules and regulations designed to maintain school discipline and an appropriate, safe learning environment.~~

(Adopted 1980; Amended 1989, 1994, 2004, 2009, **2014**)

CHANGE STATEMENT: This Position has been updated in response to new discipline research.

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### 13. DELETE CURRENT POSITION

#### ~~2.4.3 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)~~

CHANGE STATEMENT: This Position is obsolete due to the fact that Education Centers are no longer funded by the state.

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### 14. AMEND CURRENT POSITION

#### 2.4.4 Truancy/Dropouts

The WSSDA urges school boards to **focus on dropout prevention and** address the issues of truancy and dropouts. The local school district, **as by partnering with parents/guardians,** 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;
- intervention programs; and
- enforcement of truancy laws.

(Adopted 1980; Amended 1984, 1989, 1994 and 1999, 2009, **2014**)

CHANGE STATEMENT: This Position is updated for clarification and focus on dropout prevention.

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### 15. AMEND CURRENT POSITION

#### 2.4.5 Activities

The WSSDA **believes extracurricular activities should have** ~~expects activities schedules will have~~ minimum impact on academic learning time. ~~It~~ **The WSSDA** shall advocate through its



Interscholastic Activities Committee (IAC) to the Washington Interscholastic Activities Association (WIAA), and other relevant activities entities ~~and the State Board of Education~~ to meet this expectation.

(Adopted 1993; Amended 1995, 2004, **2014**)

CHANGE STATEMENT: This Position is updated to clearly articulate a WSSDA belief and to broaden its application to all relevant groups for advocacy purposes.

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## 16. AMEND CURRENT POSITION

### 2.4.6 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 substance abuse. The WSSDA urges cooperation with agencies ~~which~~ that provide counseling, treatment and other assistance to substance- abusing students.

(Adopted 1985; Amended 1989, 1994, 1999, 2004, 2009, **2014**)

CHANGE STATEMENT: Grammatical edit.

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## 17. AMEND CURRENT POSITION

### 2.4.7 At-Risk Children

The WSSDA believes when children are at risk it adversely affects their ability to learn in school. To promote opportunities for student success, ~~the~~ WSSDA encourages school districts to identify at-risk children in their communities ~~and~~ to facilitate access to available services and ~~to facilitate~~ intervention programs in their communities. ~~to enable these children the opportunity to succeed.~~

(Adopted 1987; Amended 1989 and 1999, 2009, **2014**)

CHANGE STATEMENT: This Position is updated to clarify language regarding identification of at-risk youth and facilitating access to community services.

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## 18. AMEND BYLAW

### ARTICLE I. NAME

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

EXPLANATION: The WSSDA Bylaws underwent a global change of "the Association" to "the WSSDA." This change is to bring the WSSDA Bylaws into alignment with the WSSDA Permanent Position. Hereinafter explanation statements which correlate with this global change are recorded as: "global change."

## 19. AMEND BYLAW

### ARTICLE II. PURPOSE

The purpose of the ~~Association~~ **WSSDA** shall be to further “the coordination of programs and procedures pertaining to policymaking 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.

EXPLANATION: Global change.

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## 20. AMEND BYLAW

### ARTICLE III. POWERS

The ~~Association~~ **WSSDA** 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~~ **WSSDA**, 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~~ **WSSDA** while engaged in the performance of duties under the direction of the ~~Association~~ **WSSDA**;
- 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~~ **WSSDA's** members, or for them by the Board of Directors, provided that such acts or services are permitted by law, and the Bylaws.

EXPLANATION: Global change.

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## 21. AMEND BYLAW

### Article VI. DIRECTOR AREAS

#### Section 1. Districts Within Director Areas

The state is divided into eleven school director areas for the purpose of representation on committees of the ~~Association~~ **WSSDA** 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 School District in Asotin County; and,
- AREA ELEVEN: School districts within Educational Service District 123 except Clarkston School District

EXPLANATION: Global change.

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## 22. AMEND BYLAW

### ARTICLE VII. BOARD OF DIRECTORS

#### Section 1. Membership

The Board of Directors shall consist of the president, president-elect, vice president and immediate past president and representatives from school director areas, as defined in the Bylaws. Any member(s) serving on the NSBA board of directors shall serve ex-officio with voting privileges.

EXPLANATION: Punctuation correction.

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## 23. AMEND BYLAW

### ARTICLE VII. BOARD OF DIRECTORS

#### 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~~ **WSSDA**. 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.

EXPLANATION: Global change.

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## 24. AMEND BYLAW

### ARTICLE VII. BOARD OF DIRECTORS

#### Section 4. Duties

- A. The Board of Directors shall, between Annual Conferences, be charged with implementing the purposes of the ~~Association~~ **WSSDA**, 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~~ **WSSDA**.

- B. The Board of Directors shall have the responsibility to prepare and approve the ~~Association~~ **WSSDA**'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 identified by the policies, Bylaws, parliamentary authority and the Board of Directors to provide for the effective and efficient operations of the ~~Association~~ **WSSDA**, provided that all actions shall be in compliance with the law and those positions established by the delegates at the Delegate Assembly.

EXPLANATION: Global change.

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## **25. AMEND BYLAW**

### **ARTICLE VIII. EXECUTIVE COMMITTEE**

#### **Section 1. Membership**

There shall be an Executive Committee comprised of the officers of the ~~Association~~ **WSSDA** and one Board member elected from the Board of Directors.

EXPLANATION: Global change.

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## **26. AMEND BYLAW**

### **ARTICLE VIII. EXECUTIVE COMMITTEE**

#### **Section 2. Powers and Duties**

The Executive Committee shall oversee the general affairs of the ~~Association~~ **WSSDA** between meetings of the Board of Directors, advise the Executive Director on matters pertaining to the positions and policies of the ~~Association~~ **WSSDA** and the ~~Association~~ **WSSDA**'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.

EXPLANATION: Global change.

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## **27. AMEND BYLAW**

### **Article IX. COMMITTEES**

#### **Section 2. Elections**

- A. At each Annual Conference of the ~~Association~~ **WSSDA**, committee representative(s) from school director areas shall be elected by director area caucus by a plurality of the votes cast. They shall serve for a two-year term or until their successors are elected. Terms shall be staggered so that, as nearly as possible, the terms of one-half of each committee shall expire each year.
- B. Committee members shall assume office immediately following their election at the Annual Conference.

EXPLANATION: Global change.

## 28. AMEND BYLAW

### Article IX. COMMITTEES

#### Section 6. Legislative Committee

##### MEMBERSHIP

There shall be a Legislative Committee which shall consist of the vice president, four representatives from Director Area Two and two representatives from all other director areas, as defined by the Bylaws.

1. At each Annual Conference of the ~~Association~~ **WSSDA**, 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.

##### DUTIES

1. The Legislative Committee shall recommend an annual legislative program including all positions and priorities to the Board of Directors for final approval. It shall devise that program with input from the Legislative Assembly.
2. The Legislative Committee shall monitor and actively support the ~~Association~~ **WSSDA'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.

EXPLANATION: Global change.

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## 29. AMEND BYLAW

### Article IX. COMMITTEES

#### Section 8. Resolutions Committee

##### 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 chair of the Resolutions Committee unless she/he is elected to chair the committee.

##### DUTIES

1. The Resolutions Committee shall consider proposals for **the WSSDA** Permanent ~~Association~~ Positions submitted by school boards, the Board of Directors or ~~Association~~ **WSSDA** committees. The Committee shall report its recommendations to the membership at least thirty (30) days prior to the Delegate Assembly.
2. Each year the Resolutions Committee shall review approximately twenty (20) percent of the **WSSDA** 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.

EXPLANATION: Global change.

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### **30. AMEND BYLAW**

#### **Article IX. COMMITTEES**

##### **Section 9. Interscholastic Activities Committee**

###### **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.

###### **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~~ **WSSDA'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.

EXPLANATION: Global change.

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### **31. AMEND BYLAW**

#### **ARTICLE X. VACANCIES**

##### **Section 1. Termination of Local Board Membership**

When a person ceases to be a member of a local school district board of directors, any ~~Association~~ **WSSDA** office or position held by that individual shall be declared vacant.

EXPLANATION: Global change.



### 32. AMEND BYLAW

#### ARTICLE X. VACANCIES

##### Section 2. Unexcused Absence

A vacancy occurs when a member holding any ~~Association~~ **WSSDA** office or position is absent from two consecutive and properly called meetings, unless the absence is excused by the chair.

EXPLANATION: Global change.

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### 33. AMEND BYLAW

#### ARTICLE X. VACANCIES

##### Section 3. Resignations

Any member holding any ~~Association~~ **WSSDA** office or position 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.

EXPLANATION: Global change.

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### 34. AMEND BYLAW

#### ARTICLE X. VACANCIES

##### 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~~ **WSSDA**, 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 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 elected to an officer position and this results in a board vacancy, the caucus shall conduct an election to fill the vacancy.

EXPLANATION: Global change.

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### 35. AMEND BYLAW

#### ARTICLE X. VACANCIES

##### Section 5. Removal from Office

- A. ~~Association~~ **WSSDA** 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; or

2. Director area representatives may be removed from office if twenty-five (25) percent of those school directors within that director area submit a petition to the president of the ~~Association~~ **WSSDA** at least ten (10) days prior to the Annual Conference; and two-thirds of director area members present and voting, by ballot, at the caucus approve the removal.

EXPLANATION: Global change.

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### 36. AMEND BYLAW

#### **ARTICLE XI. ~~ASSOCIATION~~ MEETINGS OF THE WSSDA**

##### **Section 1. Annual Conferences**

- A. There shall be an Annual Conference of the ~~Association~~ **WSSDA** 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~~ **WSSDA** positions or policies relative to any issues and conducting ~~Association~~ **WSSDA** elections and other business.
- C. It is the intent of the ~~Association~~ **WSSDA** that Annual Conferences shall be held alternately on the east and west sides of the Cascade Mountains.

EXPLANATION: Global change.

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### 37. AMEND BYLAW

#### **ARTICLE XI. ~~ASSOCIATION~~ MEETINGS OF THE WSSDA**

##### **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~~ **WSSDA'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.
- D. Every delegate at the Delegate Assembly shall have one vote on matters pertaining to general ~~Association~~ **WSSDA** business, setting the total amount of the annual dues assessed to all districts, and amendments to the Bylaws.
- E. 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~~ **WSSDA's** Permanent Positions; and
  2. On matters relating to the process of how dues are assessed to individual districts.

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

- F. The Board of Directors may submit emergency matters or late proposals, except amendments to the Bylaws, to be voted upon at the Delegate Assembly with a minimum of four (4) hours writ- ten notice to members at Annual Conference.
- G. There shall be no absentee or voting by proxy.

EXPLANATION: Global change.

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### **38. AMEND BYLAW**

#### **ARTICLE XI. ~~ASSOCIATION~~ MEETINGS OF THE WSSDA**

##### **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.
- D. Every delegate at the Legislative Assembly shall have one vote, or a weighted vote, if five (5) delegates call for a weighted vote on all matters that come before the Assembly.
- E. There shall be no absentee or voting by proxy.
- F. The Board of Directors may submit emergency matters or late proposals, except amendments to the Bylaws, to be voted upon at the Legislative Assembly with a minimum of four (4) hours writ- ten notice to all members of the Legislative Assembly.

EXPLANATION: Global change.

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### **39. AMEND BYLAW**

#### **ARTICLE XII. FINANCE**

- A. Within the limitation established by law, the Delegate Assembly shall determine the amount of the ~~Association~~ **WSSDA**'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~~ **WSSDA** shall submit an annual financial statement to the membership and financial reports at each meeting of the Board of Directors.
- D. The ~~Association~~ **WSSDA** staff and officers 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~~ **WSSDA**'s finances and report to the Board.

EXPLANATION: Global change.

#### 40. AMEND BYLAW

##### ARTICLE XIII. ASSOCIATION OFFICE

The ~~Association~~ **WSSDA** 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.

EXPLANATION: Global change.

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#### 41. AMEND BYLAW

##### ARTICLE XIV. AMENDMENTS

###### Section 1.

Any proposed amendment to the Bylaws must be submitted to the Board of Directors no later than ninety (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. A majority of members of the Board of Directors of the ~~Association~~ **WSSDA**.

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

EXPLANATION: Global change.

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#### 42. AMEND BYLAW

##### ARTICLE XV. PARLIAMENTARY AUTHORITY

The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the ~~Association~~ **WSSDA** 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.

EXPLANATION: Global change.

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#### 43. AMEND BYLAW

##### ARTICLE XVI. INDEMNIFICATION CLAUSE

The ~~Association~~ **WSSDA** 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~~ **WSSDA**. 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.

EXPLANATION: Global change.

# REGULAR CALENDAR

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The proposals included on this Regular Calendar are submitted by the WSSDA Board of Directors.

Material to be deleted is ~~italicized and strikethrough~~ and new material is in **bold type and underlined**.

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## 1. AMEND BYLAW

### ARTICLE IV. MEMBERS

#### Section 1. Classification of Members

The membership of the ~~Association~~ **WSSDA** shall be comprised of:

- 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. **Conditional Members. Conditional members shall be members who have been elected to a board of directors of a school district in the state of Washington, but whose election results have not yet been certified by the Secretary of State and/or who have not yet been sworn-in as required by law. Once a Conditional member fulfills these conditions, his/her member classification converts to that of a Regular Member with all due rights and privileges.**
- C. Associate Members. Associate members shall comprise the educational service districts' board members and members of the State Board of Education.
- D. Honorary Members. Honorary members shall comprise the past presidents of ~~the Association~~ **the WSSDA** no longer serving on a local board and any who have rendered distinguished service to ~~this Association~~ **the WSSDA** or to education and have been voted into honorary membership by ~~the Association~~ **the WSSDA** at the Delegate Assembly.

**EXPLANATION:** The creation of a new classification of members is necessary to distinguish between regular members and school board members who have been elected, but not certified or sworn in, when they attend their first Annual Conference. Global change.

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## 2. AMEND BYLAW

### ARTICLE IV. MEMBERS

#### Section 2. Privileges

Privileges of ~~a~~Associate, **Conditional and** ~~H~~Honorary members include:

- A. ~~The privilege of a~~Attending meetings as a nonvoting participant; and
- B. Receiving copies of the ~~Association~~ **WSSDA's** complimentary publications.

**Privileges of Associate, Conditional and Honorary members do not include:**

- A. **Eligibility to hold elective office on the WSSDA Board; or**
- B. **Running for or serving on any WSSDA standing committee, WSSDA advisory committee or WSSDA task force; or**
- C. **Participating in the Association's business or operating decisions.**

~~Such members are not eligible to hold elective office or participate in the Association's business or operating decisions.~~

EXPLANATION: New language added for clarity. Global change.

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### 3. AMEND BYLAW

#### ARTICLE V. OFFICERS

##### Section 2. Elections

The election of the president-elect and vice president shall be announced at the Annual Conference and they shall take office immediately following adjournment of that conference.

- A. The election shall be by written or electronic ballot. Every regular member of the ~~Association~~ **WSSDA** will receive a ballot.
- B. 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.

~~\*The Nominating Committee will create policies and procedure to implement the all member voting process by 2012.~~

EXPLANATION: Delete obsolete language. Global change.

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### 4. AMEND BYLAW

#### ARTICLE V. OFFICERS

##### Section 3. Vacancy

- A. A vacancy occurs when an officer resigns or is removed; or when the officer for any reason is no longer eligible to serve on their local board, including failure to receive a majority of votes in a local election.
- B. In the event of a vacancy in an officer position after Annual Conference, the Nominating Committee shall conduct a special election~~z~~ of the membership to fill that vacancy for the remainder of the term. If the vacancy occurs in the office of vice president the successor shall come from the same side of the Cascade Mountains as the elected vice president.
- C. In the event of a vacancy occurring within three months of the end of an officer's term, the board, after consultation with the Nominating Committee, shall appoint a member to fill the vacancy for the remainder of the term.
- D. In the event of an absence of the president, the president-elect shall assume the duties of president. In the event of an absence in the offices of president and president-elect, the vice president shall assume the duties of those positions.

~~\*The Nominating Committee shall develop the process for special elections by 2012.~~

EXPLANATION: Delete obsolete language.



## 5. AMEND BYLAW

### ARTICLE VII. BOARD OF DIRECTORS

#### Section 3. Terms of Office

- A. Each Board of Directors' member shall hold this position until a successor has been elected.
- B. The terms of the representatives from school director areas shall begin immediately following the close of the Annual Conference and shall be for three years and staggered so that, as nearly as may be, the terms of one-third shall expire each year.
- C. Service on the Board of Directors shall be limited to two consecutive three-year terms.
- D. The Board of Directors shall have authority to fix the length of the first terms of representatives from newly created school director areas.

*~~\*For members serving on the Board, as of January 2010, the term limitations cycle shall begin when their current term expires.~~*

EXPLANATION: Delete obsolete language.

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## 6. AMEND BYLAW

### Article IX. COMMITTEES

#### Section 1. Standing Committees

- A. The standing committees of ~~the organization~~ WSSDA shall be Legislative, Nominating, Resolutions, and Interscholastic Activities.
- B. The membership of standing committees is limited to Regular Members as defined in Article IV, Section 1 of the Bylaws. Conditional, Associate and Honorary members are not eligible to serve on the WSSDA standing committees.
- C. The ~~membership, election powers, and~~ duties of the committees shall be those as stated in the Bylaws.

EXPLANATION: New language added to align with "Conditional Membership" (reference: Article IV. Members, Section 1, Classification of Members). Global change.

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## 7. AMEND BYLAW

### Article IX. COMMITTEES

#### Section 3. 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 chair and Regular members. Conditional, Associate and Honorary members are not eligible to serve on WSSDA advisory committees or task forces.
- B. All advisory committees or task forces shall be reviewed annually.

EXPLANATION: New language added to align with "Conditional Membership" (reference: Article IV. Members, Section 1, Classification of Members).

8. AMEND BYLAW

**ARTICLE XI. ASSOCIATION MEETINGS OF THE WSSDA**

**Section 6. Dues**

**The WSSDA will annually establish a graduated schedule of dues categories for its members based upon the number of certificated personnel in each district, as reported to the Office of the Superintendent of Public Instruction.** The maximum dues assessed to any single school district may not exceed the base salary of an **entry-level** teacher in that district, **as reported to the Office of the Superintendent of Public Instruction.\***

***2013 Dues***

*The maximum dues assessed to any single school district may not exceed the base salary of a teacher in that district.*

<b><i>Number of Certified Personnel*</i></b>	<b><i>Dues</i></b>
<i>1.00 – 7.00</i>	<i>\$630 or \$145.90 per Certificated Employee, whichever is greater</i>
<i>7.01 – 15.00</i>	<i>\$1,260 or \$129.85 per Certificated Employee, whichever is greater</i>
<i>15.01 – 25.00</i>	<i>\$1,890 or \$102.13 per Certificated Employee, whichever is greater</i>
<i>25.01 – 36.00</i>	<i>\$2,520 or \$89.00 per Certificated Employee, whichever is greater</i>
<i>36.01 – 54.00</i>	<i>\$3,150 or \$74.41 per Certificated Employee, whichever is greater</i>
<i>54.01 – 100.00</i>	<i>\$4,410 or \$59.82 per Certificated Employee, whichever is greater</i>
<i>100.01 – 175.00</i>	<i>\$6,300 or \$42.31 per Certificated Employee, whichever is greater</i>
<i>175.01 – 250.00</i>	<i>\$6,930 or \$32.10 per Certificated Employee, whichever is greater</i>
<i>250.01 – 500.00</i>	<i>\$8,190 or \$23.34 per Certificated Employee, whichever is greater</i>
<i>501.00 – 750.00</i>	<i>\$12,600 or \$18.97 per Certificated Employee, whichever is greater</i>
<i>750.01 – 1,000.00</i>	<i>\$15,120 or \$17.51 per Certificated Employee, whichever is greater</i>
<i>1,000.00 or more</i>	<i>\$18,900 or \$14.59 per Certificated Employee, whichever is greater</i>

*\* 2011-2012 staffing as reported to the State Superintendent of Public Instruction*

**EXPLANATION:** Each October the Office of Superintendent of Public Instruction publishes an annual full-time enrollment (FTE) report, which is used for determining the annual dues districts are required to pay for WSSDA membership for the succeeding year. The WSSDA membership approves the dues schedule each year during its Delegate Assembly. The removal of this fee schedule from the WSSDA Bylaws ensures that the dues schedule is in alignment with the upcoming year’s FTE report, and well as the relevant portion of the WSSDA Operating Policy #4211, Schedule of Dues.

# WSSDA BYLAWS

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## ARTICLE I. NAME

This Association shall be known as the Washington State School Directors' Association (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 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:

- 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 no longer serving on a local board and any who have rendered distinguished service to this Association or to education and have been voted into honorary membership by the Association at the Delegate Assembly.

## **Section 2. Privileges**

Privileges of associate and honorary members include:

- A. The privilege of attending meetings as a nonvoting participant; and
- B. Receiving copies of the Association's complimentary publications.

Such members are not eligible to hold elective office or participate in the Association's business or operating decisions.

## **ARTICLE V. OFFICERS**

There shall be four officers: a president, a president-elect, a vice president and the immediate past 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 elected.
- 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 election of the president-elect and vice president shall be announced at the Annual Conference and they shall take office immediately following adjournment of that conference.

- A. The election shall be by written or electronic ballot. Every regular member of the Association will receive a ballot.
- B. 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.

\*The Nominating Committee will create policies and procedure to implement the all-member voting process by 2012.

### **Section 3. Vacancy**

- A. A vacancy occurs when an officer resigns or is removed; or when the officer for any reason is no longer eligible to serve on their local board, including failure to receive a majority of votes in a local election.
- B. In the event of a vacancy in an officer position after Annual Conference, the Nominating Committee shall conduct a special election\* of the membership to fill that vacancy for the remainder of the term. If the vacancy occurs in the office of vice president the successor shall come from the same side of the Cascade Mountains as the elected vice president.
- C. In the event of a vacancy occurring within three months of the end of an officer's term, the board, after consultation with the Nominating Committee, shall appoint a member to fill the

vacancy for the remainder of the term.

- D. In the event of an absence of the president, the president-elect shall assume the duties of president. In the event of an absence in the offices of president and president-elect, the vice president shall assume the duties of those positions.

\*The Nominating Committee shall develop the process for special elections by 2012.

#### **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. Districts Within Director Areas**

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 School District in Asotin County; and,
AREA ELEVEN:	School districts within Educational Service District 123 except Clarkston School District

#### **Section 2. West Side Districts**

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. East Side Districts**

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 immediate past president and representatives from school director areas, as defined in the Bylaws. Any member(s) serving on the NSBA board of directors shall serve ex officio with voting privileges.

### **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**

- A. Each Board of Directors' member shall hold this position until a successor has been elected.
- B. The terms of the representatives from school director areas shall begin immediately following the close of the Annual Conference and shall be for three years and staggered so that, as nearly as may be, the terms of one-third shall expire each year.
- C. Service on the Board of Directors shall be limited to two consecutive three-year terms.
- D. The Board of Directors shall have authority to fix the length of the first terms of representatives from newly created school director areas.

\*For members serving on the Board, as of January 2010, the term limitations cycle shall begin when their current term expires.

### **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 identified by the policies, Bylaws, parliamentary authority and the Board of Directors to provide for the effective and efficient operations of the Association, provided that all actions shall be in compliance with the law and those positions established by the delegates at the Delegate Assembly.

### **Section 5. Meetings**

- A. The Board of Directors shall meet in person or by electronic means 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 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 or other electronic means.

### **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. Elections**

- A. At each Annual Conference of the Association, committee representative(s) from school director areas shall be elected by director area caucus by a plurality of the votes cast. They shall serve for a two-year term or until their successors are elected. Terms shall be staggered so that, as nearly as possible, the terms of one-half of each committee shall expire each year.
- B. Committee members shall assume office immediately following their election at the Annual Conference.

### **Section 3. 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 chair and members.
- B. All advisory committees or task forces shall be reviewed annually.

#### **Section 4. Meetings**

Meetings may be held by teleconference or other electronic means.

#### **Section 5. Quorum**

A majority of any committee shall constitute a quorum.

#### **Section 6. Legislative Committee**

##### **MEMBERSHIP**

There shall be a Legislative Committee which shall consist of the vice president, four representatives from Director Area Two and two representatives from all other director areas, as defined by the Bylaws.

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.

##### **DUTIES**

1. The Legislative Committee shall recommend an annual legislative program including all positions and priorities to the Board of Directors for final approval. 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 7. Nominating Committee**

##### **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.

##### **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 ninety (90) days before the Annual Conference.
2. At the Annual Conference, the Nominating Committee shall present a report to the General Assembly.
3. The Nominating Committee shall be in charge of the entire balloting procedure, including the tabulations of all ballots for all elections conducted.
4. In the event of a vacancy in any officer position, the Board of Directors may consult with the Nominating Committee regarding the appointment process.

## **Section 8. Resolutions Committee**

### **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 chair of the Resolutions Committee unless she/he is elected to chair the committee.

### **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 thirty (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 9. Interscholastic Activities Committee**

### **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.

### **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**

When a person ceases to be a member of a local school district board of directors, any Association office or position held by that individual shall be declared vacant.

### **Section 2. Unexcused Absence**

A vacancy occurs when a member holding any Association office or position is absent from two consecutive and properly called meetings, unless the absence is excused by the chair.

### **Section 3. Resignations**

Any member holding any Association office or position 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 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 elected to an officer position and this results in a board vacancy, the caucus shall conduct an election to fill the 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; or
  2. Director area representatives may be removed from office if twenty-five (25) percent of those school directors within that director area submit a petition to the president of the Association at least ten (10) days prior to the Annual Conference; and two-thirds of director area members present and voting, by ballot, at the caucus approve the removal.

## **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.
- D. 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 assessed to all districts, and amendments to the Bylaws.
- E. 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 the process of how dues are assessed to individual districts.
- F. The Board of Directors may submit emergency matters or late proposals, except amendments to the Bylaws, to be voted upon at the Delegate Assembly with a minimum of four (4) hours written notice to members at Annual Conference.
- G. There shall be no absentee or voting by proxy.

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

**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.
- D. Every delegate at the Legislative Assembly shall have one vote, or a weighted vote, if five (5) delegates call for a weighted vote on all matters that come before the Assembly.
- E. There shall be no absentee or voting by proxy.
- F. The Board of Directors may submit emergency matters or late proposals, except amendments to the Bylaws, to be voted upon at the Legislative Assembly with a minimum of four (4) hours written notice to all members of the Legislative Assembly.

**Section 4. Weighted Vote**

When a weighted vote is called, delegates shall receive the number of votes as set forth in the vote chart based on student enrollment on the first school day in October.

**Section 5. Quorums**

At all meetings of the Delegate and Legislative Assemblies, five (5) percent of the regular membership at the onset of the meeting shall constitute a quorum.

**Section 6. Dues**

The maximum dues assessed to any single school district may not exceed the base salary of a teacher in that district.\*

**2013 Dues**

The maximum dues assessed to any single school district may not exceed the base salary of a teacher in that district.

<b>Number of Certified Personnel*</b>	<b>Dues</b>
1.00 – 7.00	\$630 or \$145.90 per Certificated Employee, whichever is greater
7.01 – 15.00	\$1,260 or \$129.85 per Certificated Employee, whichever is greater
15.01 – 25.00	\$1,890 or \$102.13 per Certificated Employee, whichever is greater
25.01 – 36.00	\$2,520 or \$89.00 per Certificated Employee, whichever is greater
36.01 – 54.00	\$3,150 or \$74.41 per Certificated Employee, whichever is greater
54.01 – 100.00	\$4,410 or \$59.82 per Certificated Employee, whichever is greater
100.01 – 175.00	\$6,300 or \$42.31 per Certificated Employee, whichever is greater
175.01 – 250.00	\$6,930 or \$32.10 per Certificated Employee, whichever is greater
250.01 – 500.00	\$8,190 or \$23.34 per Certificated Employee, whichever is greater
501.00 – 750.00	\$12,600 or \$18.97 per Certificated Employee, whichever is greater
750.01 – 1,000.00	\$15,120 or \$17.51 per Certificated Employee, whichever is greater
1,000.00 or more	\$18,900 or \$14.59 per Certificated Employee, whichever is greater

\* 2011-2012 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 and officers 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. AMENDMENTS**

#### **Section 1.**

Any proposed amendment to the Bylaws must be submitted to the Board of Directors no later than ninety (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. 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 thirty (30) days prior to the Delegate Assembly.

### **ARTICLE XV. 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 XVI. 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.

## **FINANCIAL SUMMARY**

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### **DUES RECOMMENDATION**

The Washington State School Directors' Association (WSSDA) Board of Directors is recommending a "no dues increase" in membership dues for 2015. The last membership dues increase was in 2011.

WSSDA will be able to maintain its budget without a dues increase in 2015. The 2015 projected budget provides for policy and school law expertise, government relations services, several committees and task forces, training and conference programs, numerous publications and communication of educational issues. WSSDA staff is committed to providing exceptional service to our members.

Annual dues represent 56.2% of the total amount of revenue generated for WSSDA while 43.8% of revenue is generated from services, subscriptions, conference attendance and other sources.



## SUMMARY OF 2015 BUDGET BY PROGRAM

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Revenue	Preliminary Budget 2015	Budget 2014
Association Services	\$1,744,374	\$1,744,374
Policy and Legal Services	564,500	528,000
Governmental Relations	90,000	49,500
Leadership Development	90,500	81,300
Annual Conference	558,175	485,000
Communications	36,000	37,500
Other Income	<u>19,900</u>	<u>18,900</u>
Total Revenue	<b>3,103,449</b>	<b>2,944,574</b>
Expenditures		
Association Services	\$1,045,558	\$1,273,486
Policy and Legal Services	557,970	465,433
Governmental Relations	332,088	320,588
Leadership Development	360,822	358,491
Annual Conference	493,852	395,916
Communications	<u>232,462</u>	<u>221,382</u>
Total Expenditures	<b>3,022,752</b>	<b>3,035,296</b>
Increase/(Decrease) in Fund Balance	\$80,697	\$(90,722)
Beginning Fund Balance	1,597,008	1,687,730
Ending Fund Balance	1,677,705	1,597,008

## STATEMENT OF NET ASSETS FOR THE YEAR ENDED DECEMBER 31, 2013

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	Governmental Activities 2013
<b>Assets</b>	
Cash and Cash Equivalents	\$9,576
Investments	2,043,742
Accounts Receivable	127,540
Prepaid Expenses	7,879
Interest Receivable	
Prepaid Interest	8,619
TOTAL CURRENT ASSETS	2,197,356
Capital Assets:	
Non-Depreciable Assets	368,700
Depreciable Assets, Net of Depreciation	857,965
TOTAL CAPITAL ASSETS, NET OF DEPRECIATION	1,226,665
TOTAL ASSETS	3,424,021
<b>Liabilities</b>	
Accounts Payable	51,778
Sales Tax Payable	1,410
Benefits Payable	2,526
Deferred Revenue	3,775
Grants	6,885
TOTAL CURRENT LIABILITIES	66,374
Long-Term Liabilities (Note 3):	
Compensated Absences	138,206
Mortgage Payable	340,000
TOTAL LONG-TERM LIABILITIES	478,206
TOTAL LIABILITIES	544,580
<b>Net Assets</b>	
Invested in Capital Assets, Net of Related Debt	748,459
Restricted Net Assets for:	
Insurance	10,000
Maintenance Reserve	74,602
Building Reserve	200,000
Unrestricted Net Assets	1,846,379
TOTAL NET ASSETS	\$2,879,440

# STATEMENT OF ACTIVITIES

## FOR THE YEAR ENDED DECEMBER 31, 2013

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	Governmental Activities 2013
<b>Expenses (Current by Program)</b>	
Association Services	\$819,115
Less Capital Asset Outlays	(8,197)
Less Principal Payment on Mortgage	(75,000)
Plus Disposals (net book value)	454
Plus Depreciation Expense	36,965
Increase in Compensated Absences Liability	17,004
TOTAL ASSOCIATION SERVICES	790,341
Policy and Legal Services	495,464
Governmental Relations	335,532
Leadership Development	362,074
Annual Conference	433,494
Communications & Marketing	205,454
TOTAL EXPENSES	2,622,359
<b>Program Revenues</b>	
Association Services	1,744,530
Policy and Legal Services	534,978
Governmental Relations	94,495
Leadership Development	108,334
Annual Conference	559,015
Communications and Marketing	29,700
TOTAL PROGRAM REVENUES	3,071,052
<b>Grant Revenue</b>	0
<b>Other Revenue</b>	
Interest Income	9,508
Rental Income	0
Other Income	13,825
TOTAL OTHER REVENUE	23,333
TOTAL REVENUE	3,094,385
<b>Excess (Deficiency) of Revenues over Expenses</b>	472,026
<b>Changes in Net Assets</b>	
Beginning	2,407,414
Ending	\$2,879,440

## POSITION REVIEW HISTORY

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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 Section 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 Section 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 Section 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 Section 1 and 6;
- in 2008 they reviewed Section 4;
- in 2009 they reviewed Section 2;
- in 2010 they reviewed Section 3;
- in 2011 they reviewed Section 5; and
- in 2012 they reviewed Section 1 and 6.
- in 2013 they reviewed Section 4

Prior to the 2014 Delegate Assembly, the WSSDA Resolutions Committee reviewed Section 2, *District Management*, which constitutes 20 percent of the Association's positions.



The Washington State School Directors' Association provides leadership and advocacy, and empowers its members with knowledge and skills to govern with excellence.

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