

KCA Committees

General information for all committee chairs.

Successfully fulfilling your role as committee chair and completing committee duties and goals is dependent upon your understanding that role and those duties and goals in detail. This understanding grows through the year, and although these tasks may even change somewhat as situations change and new organizational expectations and responsibilities emerge, it is still best to start by knowing as much as you can about the committee.

Normally the President is the person who asks you to assume the role of committee chair. Before taking on the position, ask the president about the committee activities and duties, and the responsibilities of the committee chair. You also should try to gain some insight into any expectations the president has of you; this sometimes is somewhat different than the duties that are generally listed for the committee. Inquire if there is a written “committee charge” from the president outlining these expectations. * It is also appropriate to confirm the committee budget.

When appointed to chair a committee, request a copy of the preceding committee’s reports. You may be able to receive a transition packet from the previous committee chair and that material could include documents such as those mentioned below which may outline duties and indicate obligations that have time restrictions or other committee requirements. (For example, a nominations and elections committee will probably have statutory requirements in the Bylaws specifying when elections will be held and who will serve on the committee.)

At the summer transition meeting of the Executive Council, you should receive a board book which will generally include documents such as the Bylaws, the Policies and Procedures handbook, and the Strategic Plan, all of which you will need to review for reference to your committee.

Thus, you will start your year’s term with several sources of information. Some may mandate the duties of the committee, and others may help you gain insight into your committee functions and responsibilities. These sources may include:

- Bylaws
- Policies and Procedures handbook
- Strategic Plan
- Committee Charge from the President
- Past committee reports or past chair contact which may communicate “carry over” responsibilities

It should be mentioned that the President and the Executive Council may also add additional relevant goals as the year progresses, depending on emerging circumstances.

In addition, if your committee chair’s position is included as part of the KCA Executive Council, you may be involved in some activities and have additional opportunities for leadership which emerge from being part of that body rather than your involvement being limited to constricted definition of committee duties.

Finally, be prepared for surprises and become adept at adapting. For example, sometimes actions have been taken by previous Executive Councils relevant to expectations of your committee, but these actions have fallen through the cracks, and have not been reflected in any of the carryover documents above.

* [Note: the KCA President appoints all committee chairs and committee members (unless otherwise specified in the KCA Bylaws or KCA Policies and Procedures handbook) and holds ex-officio membership on all committees. Therefore, it seems appropriate that the president be “kept in the loop” and be notified of committee meetings and committee activity and progress.]

Leadership Committee

Suggested time lines for the Leadership Committee Chair:

May -June

Contact the previous committee chair to discuss committee purpose and goals, and to request any materials which will help to develop goals and plans for the Leadership Committee for the coming year such as Policies and Procedures guidelines, committee reports, Strategic Plan and so on. Identify people whom you would like to participate on this committee, recognizing that many other people may become involved as plans emerge. Review the most recent KCA Policies and Procedures section providing the Leadership Committee Charge. (A copy of the 2007-2008 LEADERSHIP COMMITTEE CHARGE is below on the last page.)

June -July

Prepare a set of goals for the committee based on your discussions with the KCA President and the past Leadership Committee Chair and on expectations of the committee outlined in the documents listed above. Prepare an outline of the activities/projects you plan for the committee to accomplish during your year in office. Examples might be: a KCA spring convention program, presentations or workshops at the regions or divisions, etc.

July

Complete a tentative outline of committee goals, planned activities and timelines for accomplishing these. Submit this for the summer meeting Board Book for discussion at the Executive Council meeting.

At the summer Executive Council meeting

Obtain the schedule of Executive Council meetings and KCA Newsletter deadlines, so that you can plan for report preparation as desired or required. If information is not available about spring KCA Convention program proposal deadlines, identify the person who will be coordinating the convention programs for later inquiry if your plans include a program at the spring convention. If your plans include visiting region or division meetings, or utilizing KCA officer visits for leadership promotion, try to obtain region and division meeting schedules, or contact the presidents later.

August-September

Refine the plans and timelines as a result of discussions at the Executive Council meeting as well as follow up conversations. Be prepared to submit these for the fall Executive Council Board Book.

Exact plans will determine future timelines. If plans involve presentations to regions and/or divisions, 3 to 6 month lead times may be desirable, but they should be contacted as soon as possible so that they can build you (or someone else) into the program or build the program around you (or someone else.)

September-April

Follow time table, but at least by November have any spring convention program in place and ready for entry in the Program Proposal.

During the month before the spring convention, develop summary reports for the Executive Council/President (Board Book), and for the KCA Annual Meeting if appropriate. Submit the Board Book report according to the President's timetable, and if desired take multiple copies for the Annual Meeting.

May -June

Prepare a transition packet for the incoming committee chair. Include materials which will be helpful to the new chair such as committee charges, information on continuing projects, time lines, your reports, etc. Contact the new chair and transfer the materials to them. Give the incoming Leadership Committee Chair as much lead time as possible to prepare for the summer transition meeting, which is the first Executive Council meeting of the year, usually in July or August.

Comments from the Leadership Committee immediate past chair:

The major function of this committee seems to be fostering the development of leadership and to promoting leadership commitment in KCA. This involves finding ways to stimulate KCA members' interest and involvement, and to find ways to develop leadership skills and to help leaders to function effectively. Obviously these goals are

affected by interactions in KCA at every level, and by other committees and activities such as mentoring. Determining effective ways of accomplishing this is the biggest hurdle.

In the past, the Leadership committee has tried different things. We developed a three year project in which the first year's focus was on familiarizing members with KCA, ACA, and trying to foster an interest in member involvement in committees and programs in KCA and its regions and divisions. We visited a region and a division and presented two programs at the spring convention. The region and division response was very good with energetic interactions in the activities, but our convention presentations were possibly slightly more formal and participant interaction seemed more reserved, involving curious but less involved participants.

The second year we focused on convention programs describing leadership opportunities, encouraging members to become involved in leadership positions (again at regions and divisions as well as KCA), and soliciting volunteers. Again, a few people expressed reserved interest.

The third year we focused on leadership training for the offices of president, secretary and treasurer. Separate teams prepared training materials for each office and presented separate workshop programs at the spring convention. Although obvious in retrospect, the Leadership Committee chair had not factored in the following problems: 1) the convention was early in the spring, 2) some of the region and many division elections had not been completed, so some incoming officers had not yet been selected, 3) other newly elected officers had not programmed in the convention or could not be released from their jobs to attend, 4) some organization officers were committed and/or involved with competing programs, etc. We had a fair turnout on the (incoming/prospective/interested) president's training; I think that there were 7 or 8 attendees. But almost no attendees for the secretary training, and none for the treasurer group.

We tried the leadership training again at the spring convention in the fourth year, with teams adding the position of president elect, and refining the materials for the other offices. I was not able to attend the convention, but reports were of few participants.

Although "at the time it seemed like a good idea", it appears now that the spring convention may not be a good time for the leadership development training. I do not know how economic factors are affecting attendance, but many attendees are needing more advance planning and spring elections do not help.

If a leadership development program is tried again at the spring convention, I would suggest 1) a combined leadership development program, 2) soliciting Executive Council member recommendations of names for the leadership development training, 3) providing individual invitations to and continuing dialog with these members far in advance of the workshop/program, and 4) building in plans for the last minute inclusion of newly elected officers who were not initially invited but who are planning to attend the spring convention.

Finally, I have five observations and/or recommendations:

1. In reviewing the great leadership that has emerged and continued over the past years, it seems that the regions and divisions have been instrumental in fostering member involvement and nurturing developing leaders. I think one key to leadership development lies in regions and divisions involving members on committees, activities and meetings, and our finding ways that KCA can help in promoting this. Involvement seems to be a key to developing an interest in leadership. Helping regions and divisions become aware of their importance is critical. Visiting region and

division meetings would be appropriate.

2. The KCA spring Convention can be held with a conscious effort to promote additional networking and positive experiences at the state level. [Membership is a result of good experiences and “value added.” Similarly, involvement in leadership is a product of good experiences and productive involvement.]

3. Involvement in the ACA Midwest Region meeting is a great experience and allows members to attend and increase involvement whereas they might not go to an ACA convention. With continuing annual promotion far in advance in advance of the event, more region and division leaders might attend, at their own expense, or KCA might subsidize, or the region or division might subsidize them if this were planned into the budget for future years.

4. My original thoughts were that the summer transitional (“Board”) meeting date would be the ideal time to hold the leadership training/institute/workshop at the same location.

Elections have been completed for some time, allowing time to contact the new officers, etc.

This is normally a break for schools and most attendees would not need work releases.

It might be possible for all Executive Council members to participate in one fashion or another.

Networking could be maximized and participants might be able to observe an Executive Council meeting .

There are also many problems to overcome; one of the largest of these is funding, and a second is time.

But if I had a “do over”, I probably would have tried to identify more possible solutions to these problems and tried to promote this experiment.

5. My final suggestion is that the Leadership Committee consider taking this year to develop a long term plan with input and involvement of many people.

Harold Hula

The Leadership Committee
Relevant Documents

KCA Bylaws

There is no specific mention of the Leadership Committee in the KCA Bylaws.

It is not a Standing Committee, and Special Committees appropriately are not listed.

Information concerning committees in general which is relevant to the Leadership Committee is as follows:

“The president shall appoint all members of committees unless the method unless the method is otherwise specified by the Executive Council or by by-laws and shall hold ex-officio membership on all committees.”
(Kansas Counseling Association Bylaws: Article VI: Section B: 2.)

KCA Bylaws Article IX: Section B: Special Committees

1. The president shall appoint such special committees as are needed for effectively carrying out the goals and purposes of the Association.
2. The chairperson of each special committee shall attend the meetings of the Executive Council upon the invitation of the president.
3. The chairperson and members of each special committee shall serve until, in the opinion of the president and the Executive Council, the purpose of said committees has been accomplished. “

The appointed committee chairs who have been approved by the Executive Council are voting members of the Executive Council. (KCA Bylaws: Article VII; Section A: Executive Council Membership)
(It would seem that at the first Executive Council meeting of the new fiscal year, the first agenda item motion should be for the elected members of the Executive Council to vote to approve appointment of the committee chairs so that the committee chairs may vote on subsequent issues at that and future Executive Council meetings of the year.)

All committees shall report annually to the Executive Council and/or as is otherwise directed. (Article IX: Section C: Committee Report.) (This is commonly considered to be an end of the year report for the Spring KCA Convention Executive Council and general membership meetings, but progress and completed task reports are welcome and appropriate also.)

The Leadership Committee
Relevant Documents

KCA Policies and Procedures (2007-2008)

(Note that the Policies and Procedures guidelines are subject to change by the Executive Council. This is different from the KCA Bylaws which can only be changed by a vote of the KCA membership under specified conditions.)

Information concerning committees in general:

Policies and Procedures 2.5 Duties of Officers A. President: confirms that the KCA President
“4. Appoints all members of committees except as otherwise specified.”
“5. Holds ex-officio membership on all committees.”

Travel Reimbursement information:

(It is recommended that committee chairs review the latest Policies and Procedures sections on travel reimbursement and ask for clarification if there is confusion.)

Committee chairs may be reimbursed for travel to attend “Executive Council meetings when these meetings are not held in conjunction with a conference or convention.” (KCA P&P Section 2.1.B.1)
“Under no circumstances should any ... committee chair ... receive any travel for attendance at the fall conference or Executive Council meeting held in conjunction with the annual convention.”

“Committee chairs may utilize the budgets allocated to them by the KCA Executive Council and reimbursement will be in accordance with the reimbursement policy found in section C.1-4.” (KCA P&P 2.1B.2)

There appears to be some inconsistency in the KCA Policies and Procedures guidelines about the name “travel budgets” for Committee chairs. One section (KCA P& P 2.1.B.3) indicates that “...the President, President Elect, and the Executive Director are the only persons to be allocated a travel budget.”

But another section (P&P 2.1.B.5) states that “Committee chairs ... may utilize their allocated travel budgets for expenses incurred to attend committee meetings.”

What seems to be the situation is that Committee chairs may have a line item budget for overall committee expenses, but they do not have a line item “travel budget“ (which some of the officers do.) It appears that any travel expenses which the committee chairs requests and are approved for travel to committee meetings and appropriate Executive Council meetings might be taken from their general committee expenses budget... but this needs to be clarified by the KCA Executive Council.

KCA Policies and Procedures Section 2.1.C. Amounts of Reimbursement

1. Mileage: Approved travel by motor vehicle (check current rate) and turnpike fees (receipts required).
2. Room: Approved overnight lodging at no more than single rate (double occupancy encouraged) Receipts required.

The Leadership Committee

Relevant Documents dealing specifically with The Leadership Committee

KCA Policies and Procedures (2007-2008) (continued)

KCA Policies and Procedures 3.16 LEADERSHIP COMMITTEE CHARGE:

“As a result of directives within the Strategic plan for the 2002-2003 year, a pilot Leadership Committee is being formed. The committee will be composed of a chairperson or co-chairpersons appointed by the President, with members designated by the committee chair (or co-chairs.)

1. Develop and carry out a Leadership Development Program to foster leadership and commitment within KCA. This training may be carried out during the traditional board transition meeting. And/or with seminars throughout the year.
2. The committee will work closely with the Public Policy and Legislation Committee to monitor issues that may require advocacy efforts and notify members when and how to take appropriate action.
3. The committee chair will develop and maintain a timeline for execution of committee functions. This timeline and an guidelines for committee function will be forwarded to incoming chairs at the summer Board transition meeting.

A copy of the timeline and guidelines will be provided to the President at that time.

4. The chairperson and committee members are encouraged to attend the KCA Executive Council meetings whenever possible. Funded attendance for the committee chair at the winter board meeting shall be at the invitation of the KCA president.”

(Note: Number 2. above was rescinded soon after it was introduced, but the paperwork and the action needed to change the section has submerged into the mist of the past.)

KCA Policies and Procedures 2.8.D.6.b Convention Policy / Planning / Program :/ Leadership Training:
“Leadership Training should be provided at the annual convention for incoming or current region, division or Association presidents, president-elects, treasurers and secretaries. This training will be coordinated by the Leadership Committee.”

KCA Strategic Plan

Review the 2007-2008 KCA Strategic Plan and monitor the new 2008-2009 Plan for Leadership Committee responsibilities. If the Leadership Committee is not listed directly, look for areas where the Leadership Committee may realistically contribute valuable assistance.

Additionally, past Strategic Plans, including the 2004-2007 Strategic Plan, may provide helpful information and help broaden an understanding of past Leadership Committee involvements.