

SAMPLE GOVERNING BOARD POLICIES

GOVERNANCE SYTLE:

The board will govern with an emphasis on:

- outward vision rather than an internal preoccupation
- strategic leadership more than administrative detail
- clear distinction of board and staff roles
- collective rather than individual decisions
- future rather than past or present
- pro-activity rather than reactivity

The board will:

- Deliberate in many voices, but govern in one.
- Cultivate a sense of group responsibility.
- Direct, control, and inspire the organization through the careful establishment of board written policies reflecting the boards' values and perspectives
- Enforce upon it whatever discipline is needed to govern with excellence - in matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuity of governance capability.
- Allow no officer, individual or committee of the board to hinder or be an excuse for not fulfilling its commitment
- Monitor and discuss the boards process and performance at each meeting

BOARD MEETINGS:

Board meetings are for the single task of getting the Board's job done.

Meetings will be open to the membership/public except when the president officially announces executive session when the subject relates to litigation, personnel, or contemplated real estate transactions.

The Board is the sole authority over its own agenda. Any board member - with a majority agreeing - can add or delete business from the agenda. Material related to the agenda will be given to board members with adequate lead-time for preparation.

Board members are obligated to prepare for meetings and to participate productively in discussion.

OFFICERS:

Officers of the Board are in the service of the Board. As such they are bound by Board wishes and by limits of Board authority. The officers may meet as a group with the Executive Director for purposes of preparing the agenda and other pre-Board work, but they may not act in place of the board, except as it specifically delegates.

BOARD MEMBER CODE OF CONDUCT:

The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.

Members must avoid conflict of interest with respect to their fiduciary responsibility. When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself/himself without comment from not only the vote but also from the deliberation.

Board members must not use their position to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.

Members will annually disclose their involvement with other organizations, with vendors, or any other associations that might produce a conflict.

Members will respect the confidentiality of all other board members.

MEDIA:

To ensure the quality and consistency of agency information disseminated to media sources, the following policy shall be enforced:

- All media contacts are to be handled by the chief executive (or President) or his or her designee, regardless of who the media representative is or whom he or she represents or how innocuous the request.
- All press releases or other promotional materials are to be approved by the chief executive (or President) or his or her designee prior to dissemination. Failure to comply with XYZ's media policy shall be grounds for disciplinary action.

NEPOTISM:

Board members and their immediate family members (as defined below) will be excluded from consideration for employment and/or contracted services by the organization.

Employees shall not hold a position with the organization while they or members of their immediate family (as defined below) serve on the board of directors or any committee of the board.

Employees may not hold a job over which a member of their immediate family exercises supervisory authority. In this section and sections 1 and 2 above, immediate family includes the following: husband, wife, son, son-in-law, daughter, daughter-in-law, father, father-in-law, mother, mother-in-law, brother, brother-in-law, sister, sister-in-law, grandparents, and grandchildren.

ETHICS:

We, as _____ AEYC professionals (staff and board members), dedicate ourselves to carrying out the mission of this organization. We will:

- (1) Recognize that the chief function of _____ AEYC at all times is to serve the best interests of our membership.
- (2) Accept as a personal duty the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
- (3) Respect the structure and responsibilities of the board of directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the board of directors.
- (4) Keep the community informed about issues affecting it.
- (5) Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion.
- (6) Exercise whatever discretionary authority we have under the law to carry out the mission of the organization.
- (7) Serve with respect, concern, courtesy, and responsiveness in carrying out the organization's mission.
- (8) Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all our activities in order to inspire confidence and trust in our activities.
- (9) Avoid any interest or activity that is in conflict with the conduct of our official duties.
- (10) Respect and protect privileged information to which we have access in the course of our official duties.
- (11) Strive for personal professional excellence and encourage the professional developments of others.

CONFIDENTIALITY:

It is the policy of _____ AEYC that board members and employees of _____ AEYC may not disclose, divulge, or make accessible confidential information belonging to or obtained through their affiliation with _____ AEYC to any person, including relatives, friends, and business and professional associates, other than to persons who have a legitimate need for such information and to whom _____ AEYC has authorized disclosure. Board members and employees shall use confidential information solely for the purpose of performing services as a trustee or employee for _____ - AEYC. This policy is not intended to prevent disclosure where disclosure is required by law.

Board members and employees must exercise good judgment and care at all times to avoid unauthorized or improper disclosures of confidential information. Conversations in public places, such as restaurants, elevators, and airplanes, should be limited to matters that do not pertain to information of a sensitive or confidential nature. In addition, board members and employees should be sensitive to the risk of inadvertent disclosure and should, for example, refrain from leaving confidential information on desks or otherwise in plain view and refrain from the use of speaker phones to discuss confidential information if the conversation could be heard by unauthorized persons.

At the end of a trustee's term in office or upon the termination of an employee's employment, he or she shall return, at the request of _____ - AEYC, all documents, papers, and other materials regardless of medium, which may contain or be derived from confidential information, in his or her possession.

CONFLICT OF INTEREST:

Employees and board members have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which _____ AEYC wishes its organization to operate. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation.

An actual or potential conflict of interest occurs when an employee or board member is in a position to influence a decision that may result in a personal gain for the employee, board member, or for a relative of either as a result of _____ AEYC's business dealings. For the purpose of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee or board member is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of relationships with outside firms. However, if an employee or board member has any influence on transactions involving purchases, contracts, or leases, it is imperative that he or she disclose to the organization as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee, board member, or relative has a significant ownership in a firm with which _____ AEYC does business, but also when an employee, board member, or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction of business dealings involving _____ AEYC.

The materials, products, designs, plans, ideas, and data of _____ AEYC are the property of _____ AEYC, and should never be given to an outside firm or individual except through normal channels and with appropriate authorization. Any improper transfer of material or disclosure of information, even though it is not apparent that an employee or board member has personally gained by such action, constitutes unacceptable conduct. Any employee or board member who participates in such a practice shall be subject to disciplinary action, up to and including discharge.

SEXUAL HARASSMENT POLICY:

_____ AEYC prohibits any employee, board member, volunteer, or vendor from making sexual advances of a verbal or physical nature toward another employee, board member, volunteer, or applicant for employment.

All employees, board members, volunteers, or vendors must be allowed to work in an environment free from unsolicited and unwelcome sexual overtures. Sexual harassment is defined as behavior that is unwelcome and personally offensive. It reduces morale, interferes with work productivity, impugns individual dignity, and is contrary to _____ AEYC's mission.

Some examples of sexual harassment are:

- Unwelcome or unwanted sexual advances. This includes patting, pinching, brushing up against, hugging, cornering, kissing, fondling, or any other similar physical contact considered unacceptable by another individual.
- Requests or demands for sexual favors. This includes subtle or blatant expectations, pressures, or requests for any type of sexual favor accompanied by an implied or stated promise of preferential treatment or negative consequences concerning one's employment.
- Verbal abuse or kidding that is sexually oriented and considered unacceptable by another individual. This includes comments about an individual's body or appearance (where such comments go beyond a mere compliment); off-color jokes that are clearly unwanted; or any other tasteless sex-oriented comments, innuendoes, or offensive language.
- Any sexually oriented conduct that would unreasonably interfere with another's work performance. This includes extending unwanted sexual attention to someone, which reduces personal productivity.

- Participation in fostering a work environment that is generally intimidating, hostile, or offensive because of unwelcome or unwanted sexually orientated conversation, suggestions, requests, demands, physical contacts, or attention.

Sexual harassment is a practice that demeans the individual being treated in such a manner. Consequently, _____ AEYC will not tolerate sexual harassment of its applicants, employees, board members, or volunteers by anyone. ____ AEYC will, as necessary, take disciplinary action, up to and including termination, in accordance with this policy to ensure that we meet our responsibilities to our employees, our board members, our vendors and our volunteers.

RELATIONSHIP WITH CHIEF EXECUTIVE:

The board of directors, at its discretion, may appoint a chief executive as a member of the staff. He or she shall be an e officio, nonvoting member of the board of directors. The chief executive shall be responsible for the day-to-day administration of _____ AEYC's affairs and shall manage and direct all activities of the organization as prescribed by the board of directors. The chief executive shall have the power to hire and discharge agents and employees of the organization and shall oversee and direct their activities in carrying out the work of the organization. The chief executive shall perform such other duties as may be assigned to him or her from time to time by the chair or the board of directors.

The CEO shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

With respect to the treatment of paid and volunteer staff, the CEO may not cause or allow conditions that are unfair or undignified. Accordingly, he or she shall not (1) operate without written personnel policies that clarify personnel rules for staff, and provide for effective handling of grievances and protect against wrongful conditions such as nepotism, and grossly preferential treatment for personal reasons; and (2) discriminate against any staff member.

The CEO is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the CEO. Accordingly, the board will never give instruction to persons who report directly or indirectly to the CEO. The board will refrain from evaluating, either formally or informally, any staff other than the CEO. Any complaints or concerns a board member has regarding a staff member should be directed to the President of the Governing Board.

The CEO shall not permit the board to be uninformed or unsupported in its work. The CEO shall not neglect to submit monitoring data required by the board in a timely, accurate and understandable fashion.

The CEO will keep the board aware of relevant trends, anticipated adverse media coverage, and material external and internal changes.

BOARD FUND-RAISING:

Board members are expected to give an annual monetary gift to _____ AEYC and are asked to make _____ AEYC a priority in their personal giving. Board members are expected to be involved in fund-raising by using their personal and business connections when appropriate, by soliciting funds when appropriate, by serving on fund-raising committees, and by attending fund-raising events.

INDEMNIFICATION:

Each board member elected or appointed according to the bylaws, each officer of _____ AEYC, and other employees determined by the board of directors to be so entitled shall be entitled as of right to indemnification by _____ AEYC against all expenses (including attorney's fees), judgments, claims and amounts paid in settlement arising from any claim, or proceeding relating to his or her status as a board member, committee member, officer, or employee of _____ - AEYC to the fullest extent now or hereafter permitted by the Articles of Incorporation of _____ AEYC, the laws of the state, and these bylaws.

COMPENSATION:

Board members shall serve without compensation. Board members shall be allowed reasonable reimbursement of expenses incurred in the performance of their duties, including attendance at board authorized meetings and conferences.

BOARD ATTENDANCE POLICY:

This policy is intended to support full contribution of all board members.

DEFINITION OF BOARD ATTENDANCE PROBLEM:

A board attendance problem occurs if any of the following conditions exist in regard to a board member's attendance at board meetings:

- (1) The member has two un-notified absences in a row ("un-notified" means the board member did not call ahead to a reasonable contact in the organization before the upcoming meeting to indicate they would be absent from the upcoming meeting).
- (2) The member has three notified absences in a row.
- (3) The member misses one third of the total number of board meetings in a twelve-month period.

RESPONSE TO A BOARD ATTENDANCE PROBLEM:

If a board attendance problem exists regarding a board member, the Board President will promptly contact the board member to discuss the problem. The President will promptly

share the member's response with the entire board at the next board meeting. In that meeting the board will decide what actions to take regarding the board member's future membership on the board. If the board decides to terminate the board member's membership, termination will be conducted per this policy (or the process may be specified in the by-laws). The board will promptly initiate a process to begin recruiting a new board member.

Steps to Termination:

- (1) President notifies board member of the board attendance problem and the board's decision to terminate the member's membership per the terms of the by-laws (or policy).
- (2) The President requests a letter of resignation from the member to be received within the next two weeks.
- (3) The Board will vote regarding acceptance of the member's resignation letter at the next board meeting.

E-MAIL POLICY:

General

As email access has spread to many of our members, it has become a significant means of communicating within the Board of Directors. Meeting agendas, motions, and other information is frequently distributed via an electronic distribution list of all current board members.

Some board members may not have access to email, or cannot receive attachments. In such cases, the Board member should work with the Secretary to develop a mutually agreeable method of communication. This could be via US mail, fax, phone, or another board member with email who could relay information to/from the board member.

Voting

The bylaws permit voting by email. This procedure provides a method for distributing motions, discussions, and votes via email. This procedure is not intended to replace a regular meeting of the Board of Directors and should be used in rare situations.

For issues requiring Board of Directors decisions or actions that could not be completed at scheduled meetings, or which the President feels would require resolution before the next scheduled board meeting, the following procedures will be followed:

- (1) Any Board of Directors member who has voting rights may make a motion.
- (2) The person initiating the motion must prepare the motion and discussion and have a previously arranged "second", who will be cited in the e-mail. The initiator sends the motion and discussion to the President, who will distribute the motion. The e -

mail calling for the vote shall have "Call For Vote: *Subject*" in the subject line. The President will request the Board members to immediately send a reply to her/him indicating they have received the motion.

- (3) Depending upon the time frame required for a decision, the President will define how much time is permitted for discussion (usually one to two weeks), the date when voting will begin, and the date when voting will be completed. One week should normally be provided for voting. All comments and responses to the motion should be sent via "reply all" to the distribution list. The actual vote on the motion should be sent directly to the Secretary, with a cc to the President.
- (4) E-mail voting will have three choices: Yes, No, and Hold (because some feel an item ought to be held for in-person votes). If more than 50% vote yes, the motion carries. If at least 50% vote No the motion is defeated. If at least 50% vote No or Hold the motion shall be tabled until the next Governing Board meeting. All board members shall respond with the vote by replacing the subject line with "(your name)'s vote: *Subject*".
- (5) Votes are to be sent to the Secretary, who will tally them, send out reminders as necessary, and announce the passage/failure of the motion. The Secretary will send confirmation back to each voter of receipt of his or her vote. The Secretary will record the vote in the minutes and retain the votes in paper form. Board members without e-mail will fax or phone their votes to the Secretary.

SAMPLE JOB DESCRIPTIONS

BOARD MEMBER JOB DESCRIPTION:

RESPONSIBILITIES:

- Approve the organization's mission and review performance in achieving it.
- Annually assess the ever-changing environment and approve the organization's strategy to be responsive.
- Annually review and approve the organization's funding plans.
- Review and approve the annual financial goals.
- Annually review and approve the agency's budget.
- Approve major policies.

ORGANIZATION:

- Elect, monitor, appraise, advise, stimulate, support, reward, and, if deemed necessary or desirable, change top management. Regularly discuss with the chief executive matters that are of concern to that person or to the board.
- Annually approve the performance review of the chief executive officer and establish compensation based on recommendations of the executive committee and board President.
- Be assured that management succession is properly planned.
- Be assured that the organizational strength and employee base can substantiate long-range goals.
- Approve appropriate compensation and benefit policies and practices.
- Propose a slate of prospective board members to current members and fill vacancies as needed.
- Determine eligibility for, and appoint members to board committees in response to recommendations of the executive committee.
- Annually review the performance of the board (including its composition, organization, and responsibilities) and take step to improve its performance.

OPERATIONS:

- Review results achieved by staff compared with the organization's mission and annual and strategic plan long-range goals. Compare the organization's performance to that of similar institutions.
- Be certain that the financial structure of the organization will adequately support its current needs and long-range strategy.
- Provide candid and constructive criticism, advice, and comments.
- Approve major actions of the organization such as capital expenditures on all projects over authorized limits and major changes in programs and services.

AUDIT:

- Ensure that the board and its committees are adequately informed of the financial condition of the organization and its operations through reports or any appropriate method.
- Ensure that published reports properly reflect the operating results and financial condition of the organization.
- Ensure that management has established appropriate policies to define and identify conflicts of interest throughout the organization and is diligent in its administration and enforcement of those policies.
- Appoint independent auditors subject to approval by board members.
- Review compliance with relevant material laws affecting the organization and its programs and operations.

BOARD MEMBER CONTRACT:

_____ EYC agrees to provide each member of the board with the following:

- (1) Access to the management of _____ AEYC, as needed for proper operation of the board.
- (2) Ample notice of all meetings.
- (3) Minutes of all board meetings.
- (4) Relevant information to conduct his or her job as a board member
- (5) Indemnification from liability for a board member's reasonable and necessary actions.
- (6) Reimbursement for reasonable expenses in conducting and attending to _____ AEYC board business.

The board member agrees to do the following as a _____ AEYC policy volunteer:

- (1) Learn about _____ AEYC, read financial reports and other _____ AEYC documents, and keep up to date on _____ AEYC programs, finances, and management.
- (2) Attend as many board and committee meetings as practicable, and participate in all such meetings using fair and independent judgment and due care in conducting the business of _____ - AEYC.
- (3) Avoid involvement in all political campaigns in the name of _____ AEYC.
- (4) Contribute to the financial well being of _____ - AEYC and seek financial support from others for _____ AEYC.
- (5) Avoid all conflicts of interest with _____ AEYC.
- (6) Be loyal to _____ AEYC, always exercising board powers in the interest of _____ AEYC and not for the interest of yourself or others.
- (7) Keep all _____ AEYC matters confidential.

Signed: _____ Date: _____

Board Member

PRESIDENT:

TITLE: President

TERM OF OFFICE:

PURPOSE:

The board President is the senior volunteer leader of _____ AEYC who presides at all meetings of the board of directors, the executive committee, and other meetings as required. The President is an ex officio member of all committees of the organization. The President oversees implementation of policies and ensures that appropriate administrative systems are established and maintained.

KEY RESPONSIBILITIES:

- Serves as the Chief Volunteer of the organization
- Is a partner with the Chief Executive in achieving the organization's mission
- Provides leadership to the Board of Directors, who sets policy and to whom the Chief Executive is accountable.
- Chairs meetings of the Board after developing the agenda with the Chief Executive, board officers and committee chairs
- Encourages the Board's role in strategic planning
- Appoints the chairpersons of committees, in consultation with other Board members.
- Serves ex officio as a member of committees and attends their meetings when invited.
- Discusses issues confronting the organization with the Chief Executive.
- Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
- Review with the Chief Executive any issues of concern to the Board
- Monitors financial planning and financial reports.
- Plays a leading role in fund-raising activities
- Formally evaluates the performance of the Chief Executive and informally evaluates the effectiveness of the Board members.
- Evaluates annually the performance of the organization in achieving its mission.
- Performs other responsibilities as assigned by the Board.

QUALIFICATIONS:

- A member of _____ - AEYC
- A commitment to _____ AEYC and its values; an understanding of _____ AEYC's objectives, organization, and services, and the responsibilities and relationship of paid and volunteer staff.
- Knowledge of and influence in the early childhood community.
- Ability to understand concepts and articulate ideas.
- Proven ability to lead the organization

PRESIDENT-ELECT:

KEY RESPONSIBILITIES:

- (1) Prepares to assume the office of President.
- (2) Fills the office of President should that office become vacant, and subsequently fill the office of board President for a regular term as is entitled to the president-elect.
- (3) Assists the board President in the execution of his or her duties.
- (4) Coordinates the liaison activities between the board and local affiliate chapters.
- (5) Serves on the executive, public policy, finance, and other committees as appropriate.
- (6) Provides a report at each board meeting of his or her activities since the previous board meeting.
- (7) Performs any other duties as assigned by the board President.

SECRETARY:

KEY RESPONSIBILITIES:

- (1) In advance of meetings, provide written agendas of the sessions of the full board and the meetings of the Executive committee.
- (2) In advance of meetings, distribute to board members appropriate background information on subjects to be discussed.
- (3) Prepare and provide written minutes to board members in the specified time.
- (4) File approved minutes and maintains the official list of board members in accordance with procedure.
- (5) Maintains records of the board and ensures effective management of organization's records
- (6) Is sufficiently familiar with legal documents (articles, by-laws, IRS determination letter, etc.) to note applicability during meetings.

TREASURER:

KEY RESPONSIBILITIES:

- (1) Serves as financial officer of the organization and as chair of the finance committee.
- (2) Manages, with the finance committee, the board's review of and action related to the board's financial responsibilities.
- (3) Works with the chief executive to ensure that appropriate financial reports are made available to the board on a timely basis.
- (4) Assists the chief executive in preparing the annual budget and presenting the budget to the board for approval.
- (5) Reviews the annual audit and answers board members' questions about the audit.
- (6) Ensures development and board review of financial policies and procedures.
- (7) Monitor the receipt of all money due to and held by the organization.

- (8) Ensures that all funds are properly deposited in organization's designated bank account.
- (9) Ensures that the organization maintains tax-exempt status.
- (10) Signs financial forms and instruments as necessary.
- (11) Ensures adequate diversification of deposits and investments.
- (12) Ensures the safety of principal, liquidity and a competitive rate of return on Investments.

(Note: Qualifications for the Treasurer should include:
Understanding of financial accounting for nonprofit organizations.)

COMMITTEE CHAIR:

KEY RESPONSIBILITIES:

- (1) Attend all committee meetings.
- (2) Call and preside over meetings of the committee.
- (3) Set the agenda for committee meetings.
- (4) Record decisions and recommendations made by the committee.
- (5) Serve on the executive committee.
- (6) Report the committee's activities and recommendations to the executive committee or the full board.
- (7) Invite the chief executive and board President to attend committee meetings.
- (8) Work with the chief executive and Board President to decide who should serve on the committee.
- (9) Delegate responsibilities to other committee members and encourage their full participation.
- (10) Ensures members have the information needed to do their jobs.
- (11) Evaluate the work of the committee with other committee officers, the board President, and the chief executive in concert with the organization's strategic plan.

EXECUTIVE COMMITTEE:

KEY RESPONSIBILITIES:

- (1) Participates in supervision and evaluation of the President.
- (2) Approves and /or assists in long-range strategic planning.
- (3) Reviews the financial status and progress towards goals.
- (4) Establishes procedures for maximum utilization of board member potential, including:
 - Yearly evaluation of board members according to job descriptions
 - Evaluation of board functions
 - Reviews each board member's activity
- (5) Recommends and mentors new board members.

GOVERNANCE COMMITTEE (Previous Nominating committee)

KEY RESPONSIBILITIES:

- (1) Assessing the board's current composition and identifying needs
- (2) Developing job descriptions and a recruitment plan
- (3) Identifying and cultivating prospective board members
- (4) Develop a slate of nominees
- (5) Recruiting candidates who are willing to serve
- (6) Oversee the election of board members
- (7) Designs and oversees a process of board orientation
- (8) Design and implements an ongoing program of board information and education
- (9) Initiates periodic assessment of board's performance.
- (10) Periodically reviews and updates the board's policy guidelines and practices

RESOURCE DEVELOPMENT COMMITTEE:

- (1) Work with staff to develop the organization's fund-raising plan.
- (2) Develop policies, plans, procedures, and schedules for board involvement in fund-raising.
- (3) Educate board members about the organization's program plans and the resources needed to realize those plans.
- (4) Trains board members on fund-raising skills and techniques so they are comfortable raising money.
- (5) Identifies, cultivates, and approaches major donors.

FINANCE COMMITTEE:

KEY RESPONSIBILITIES:

- (1) Coordinates the board's financial oversight responsibilities.
- (2) Recommend financial policy to the board
- (3) Monitor the implementation of financial policy
- (4) Provides oversight of the organization's financial audit
- (5) Monitors financial records; reviews and oversees the creating of accurate, timely, and meaningful financial statements to be presented to the board
- (6) Monitors budget implementation and financial procedures
- (7) Monitors budget assets
- (8) Monitors compliance with federal, state, and other reporting requirements
- (9) Assists the full board understand the organization's finances
- (10) Recommends the auditor for full board approval and reviews the audit.

PUBLIC POLICY COMMITTEE:

Key Responsibilities:

- (1) Keep Public Policy Program (public policy positions) up to date and to work with the board on changes and additions to the policy program annually and as needed during a legislative session.
- (2) Be informed and engaged in public policy activities (legislative, regulatory), including coalition efforts, at the state level and through NAEYC at the federal level.
- (3) Develop annually the public policy priorities for issues related to children ages 0-8 and the field, in the context of the political climate and legislative/regulatory schedule of the state.
- (4) Ensure communication with the Affiliate Board, local affiliates, membership and NAEYC on a regular basis through email updates and alerts
- (5) Provide technical assistance and training on advocacy and public policy at affiliate meetings.
- (6) Maintain regular communication/liaison with the Board and Affiliate staff
- (7) Provide public policy information/training at conferences, in newsletters, and other member communications
- (8) Identify a chair or co-chairs for a set term

LOCAL AFFILIATE CHAPTER REPRESENTATIVE:

KEY RESPONSIBILITIES:

- (1) Attend and participate in local affiliate chapter meetings and events
- (2) Serves as a liaison between the local affiliate board and the state affiliate board
- (3) Represent the local affiliate chapter at the state affiliate board meeting. Provide a report of activities conducted at the local level, concerns from the local affiliate, and technical assistance needs of the local affiliate.
- (4) Recruits membership into the organization at the local level
- (5) Recruits state affiliate leadership from members and leaders at the local level
- (6) Maintains communication between the state affiliate and the local affiliate chapter

