



ISCA

Policy & Procedures

Handbook

Revised July 2025

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Section 1 - Welcome

From the Executive Director...

Welcome to the Illinois School Counselor Association (ISCA)! Board Members serve a crucial role and valuable resource for ISCA members. Through your service, you'll not only help your professional organization, but also strengthen our profession and promote the value of school counseling.

This Handbook will help you have the best possible experience as an ISCA leader. It provides critical information on the role of ISCA, the role of Board members, and how this partnership is vital to the health of the organization. ISCA is available to answer your questions, listen to your suggestions and help make this experience beneficial to both ISCA and you as an individual member.

Thank you for your leadership and ISCA participation. I'm glad you've chosen to be a member of the ISCA leadership team!

Sincerely,
Lisa Krotiak
Executive Director

Why ISCA Leadership?

Our members volunteer their time and service as ISCA leaders for many reasons. Some seek meaningful purpose, while others seek meaningful relationships. Others want to make meaningful contributions. Whatever your reason or your passion, we have something for you at ISCA! From sharing your unique talents, chairing a committee, leading new initiatives, building relationships with school counselors, we have opportunities to help you get the most out of your experience.

SECTION 2 – Purpose of the Handbook & How To Use It

The ISCA Policy and Procedures Handbook has been designed to help you become a satisfied and engaged ISCA leader. This handbook will share with you a little of our history, philosophy, practices, and policies, as well as all the benefits we will provide to you as a valued volunteer.

No handbook can answer all the questions you might have about ISCA, so we encourage you to reach out to ISCA staff, the Executive Director, the Operations Director and your ISCA colleagues and friends for more information. We hope this handbook will allow you to feel comfortable with us and the goals we are trying to achieve: we depend on you, our members, to elevate the association and the profession!

SECTION 3 – Organizational Information

ISCA's History

ISCA was chartered in 1958 as a division of the Illinois Guidance and Personnel Association now known as the Illinois Counseling Association. The Illinois School Counselor Association (ISCA) is a non-profit professional organization representing 1200+ school counselors and students enrolled in school counseling graduate programs in Illinois.

ISCA is a charter of the American School Counselor Association (ASCA), a national professional organization representing more than 30,000 members. ISCA provides a platform for you to explore and gain leadership in school counseling practices in our state. ISCA also provides the opportunity to network with other members, stay up-to-date with the latest news, find out about upcoming events and much more!

ISCA History (still unfolding)	
1958	ISCA's origination with volunteer working board as a division of the Illinois Guidance and Personnel Association now known as the Illinois Counseling Association.
1963	ISCA became a charter member of the American School Counselor Association.
1996	Illinois writes "Developmental Counseling Model for Illinois Schools" (Note: this version was used by ASCA as a resource in writing the first ASCA National Model for Comprehensive School Counseling)
2004	ISCA hired its first Executive Director.
2010	ISCA releases 2nd Edition of the Illinois Developmental Model

2014	ISCA releases 3rd Edition of the Illinois Development Model as a supplements to the ASCA National Model (2012) release
2018	ISCA member Kirstin Perry selected as ASCA School Counselor of the Year!
2018	ISCA releases 4th Edition of the Illinois Development Model that including a wide array of curriculum
2019	ISCA member Brian Coleman selected as ASCA School Counselor of the Year!
2020	ISCA hired its second Executive Director.
2020	ISCA hires 3 ISCA Communications Specialists
2021	ISCA disaffiliated from the Illinois Counseling Association to improve alignment with school counselor identity and to focus advocacy efforts for school counselors and their students.
2021	ISCA offers the ISCA Race and Equity Credential developed by the ISCA Race and Equity Steering Committee and Sankofa Consulting
2021	ISCA elected a Board of Directors as a part of its decision to move to Policy Governance.
2023	ISCA hires an Operations Director
2025	ISCA hires third and current Executive Director

[Click here](#) to view ISCA Past Presidents

ISCA's Mission:

The mission of the Illinois School Counselor Association (ISCA) is to better serve students and communities by providing leadership, advocacy, and collaborative opportunities for Illinois school counselors.

ISCA's Vision:

The Vision of the Illinois School Counselor Association (ISCA) is to:

- Honor the uniqueness of every Illinois school counselor, student, and community as we embrace and affirm diverse backgrounds, values, and points of view.
- Promote professionalism and ethical practice amongst school counselors so they are able to support pre-kindergarten through post-secondary students in

maximizing their academic, college/career, social/emotional growth and preparedness for adult life.

- Advocate for legislation and policies that support and empower Illinois school counselors, students, and communities.
- Provide high quality professional development for school counselors to assist in meeting the evolving needs of school counselors, students, and communities.
- Offer collaboration opportunities for Illinois school counselors to build meaningful connections and coalitions amongst Illinois school counselors throughout the state.

ISCA's Ends:

Ends Policies - Conditions exist so the Illinois School Counselor Association will practice with the highest level of effectiveness.

- School counselors are actively engaged in the dismantling of racist and discriminatory practices, policies, and institutions that further disadvantage and/or marginalize our students and communities.
- School counselors are knowledgeable about and collaborate with students, parents/guardians, staff, school administrators, policy makers, community members in the development, implementation and evaluation of effective and comprehensive school counseling programs based on the ASCA National Model.
- School counselors are knowledgeable about current ethical, legal, and professional practices and their application.
- School counselors are knowledgeable about current trends in school counseling and education by participating in high quality professional development.
- School counselors are actively engaged in state and national initiatives that impact the school counseling profession.
- School counselors are empowered to take on leadership roles to build a community of Illinois school counselors that advocates for and recognizes excellence in our profession.

Section 4 Roles and Descriptions: Office Staff

Paid ISCA staff is responsible for management/operational functions. The ISCA office carries out routine functions associated with the business and operational side of ISCA. ISCA Paid Staff are contract workers based on an average number of hours per month. Average hours are noted in the Purpose for each position. It is important to note that at certain times of the year (ex. conference) hours are more significant than other times (summer months) and the average hours are only used as a guide for understanding the scope of each position.

Executive Director

Purpose: To provide support to all members of the ISCA Board of Directors as well as assisting all members with issues concerning membership, communication, and coordination of events. Average monthly hour expectation (50 hours)

The Executive Director is responsible to and shall report and communicate monthly to the ISCA Board of Directors.

Skills: Dynamic and outgoing individual that represents the organizational interests with the state organizations, school counselors, and school districts throughout the State of Illinois. A professional individual that is motivated and can establish timelines and objectives. Strong written and oral communication skills are required.

Duties and Responsibilities:

- A. The general operations of the organization as directed by the ISCA Board of Directors.
- B. Maintain a relationship with the ISCA office manager, Director of Operations and ISCA communications and help maintain the functioning of the organization.
- C. Maintaining the archives of the organization in collaboration with the ISCA Board of Directors.
- D. Consult with the ISCA Board of Directors on the ISCA Policy and Procedures Handbook so that policies and procedures of the organization are current and provided to all Board members by the beginning of each new organizational year.
- E. In collaboration with the current Board of Directors, provide orientation and transition to new Board members each year.
- F. Encourage goal continuity by providing a historic perspective to current Board Directors, while assisting them in their endeavors.
- G. Represent ISCA, at other professional organization meetings as requested by the ISCA Board of Directors.
(i.e., Illinois State Board of Education, Speaking for Children, MESH Learning Collaborative, and Illinois Terrorism Task Force)
- H. Submit an annual report to the ISCA Board of Directors.
on areas of responsibility.
- I. Oversee maintenance of personnel, legal, tax, and membership records and prepare appropriate reports required by the ISCA Board of Directors.
 - 1. Annual agreement signed with accountant
 - 2. Maintain status as an approved 501(c)(3)
 - 3. File Illinois "Charitable Organization Annual Report" with Illinois Attorney General - Form 990
 - 4. File renewals (every two years) for LPC,LCPC,LSW,LCSW license as an approved provider for professional development continuing education (CE) credits.
 - 5. Maintain current liability insurance for ISCA.

6. File Annual Report with Secretary of State in accordance with "Not for Profit Corporation Act.
7. File Federal and State Tax documents - Form 1096 (includes 1099 documents to those receiving compensation from ISCA.
- J. Serve as a central clearinghouse of information for the ISCA, Inc., Newsletter, Newslite, web page, and Organizational Handbook.
- K. Assist with nominations and elections for ISCA Board.
- M. Other duties as assigned by the Board Chair and/or ISCA Board of Directors.
- N. Attend all ISCA Committee meetings
- O. Maintain and develop association website and related web pages
- P. Develop ISCA Sponsorship partnerships for the ISCA Conference, website and newsletter advertisement.

Strategic Planning:

- A. Review the Strategic Plan of ISCA annually and make recommendations concerning revisions to the ISCA Board of Directors.
- B. Review the Governing Policies of ISCA annually, and determine whether the ISCA Strategic Plan is in alignment.
- C. Create an Operations Implementation Plan annually in alignment with the ISCA Strategic Plan.
- D. Review the ISCA Advocacy Plan annually to determine whether it is in alignment with the ISCA Strategic Plan.

Membership Engagement:

- A. Assist the office manager with the ISCA membership database.
- B. Enlist the cooperation of the Board Directors in helping with membership promotion.
- C. Facilitate relationships and connections with preservice counseling graduate programs.
- D. Assist the office manager with reporting on numbers of ISCA members, as requested.
- E. Notify individuals of lapsed membership.
- F. Recruit new members to ISCA.
- G. Foster relationships with ISCA Chapters to increase membership and to provide professional development.
- H. Serve as consultant on behalf of ISCA for member and professional inquiries in areas not limited to: school counselor licensure, laws, comprehensive school counseling, ethics.

Inter-Professional Relations and Resolutions:

- A. Maintain a general awareness and report to the Board regarding Illinois School Laws that impact school counseling and education.
- B. Shall, by the June Board Meeting, submit resolutions to the Board so they may communicate such changes to membership.

- D. Serve as an ex-officio member of Advocacy, Membership and Graduate Student committees and delegate out other committee assignments across Operations team, as needed.
- E. Attend the ASCA Delegate Assembly (as decided by the Board)

Operations Director.

Purpose: To provide operations support to ISCA Standing Committees: Race and Equity, Conference, Scholarships, Awards, Professional Development. Average monthly hour expectation (40 hours)

Duties and Responsibilities:

- A. Maintain a relationship with the ISCA Staff and help maintain the functioning of the organization.
- B. Submit an annual report to the Board of Directors on areas of responsibility.
- C. Create communication and social media plans.
- D. Serve as the primary point of contact for all social media platforms and other ISCA communications.
- E. Provide leadership for all Professional Development activities including but not limited to identification of presenters, coordinating publicity, and registration management.
- F. Provide support and consultation for ISCA Scholarship and Awards Committees.
- G. Coordinate with the Conference Committee to support Conference activities and engagement with participants.
- H. Participate in the planning and recruitment of committee volunteers and volunteer training.
- I. Serve as developer and distributor of the ISCA Newsletter, ASCA/ISCA Newsletter, Illinois Administrator Newsletter, & Multi-View Newsletter
- J. Other duties as assigned by the Executive Director and/or Board of Directors.
- K. Liaison and attend ISCA Standing Committee meetings for Professional Development, Race & Equity, Scholarship & Award Committee
- L. Develop and maintain a social media strategy to maximize engagement on social media platforms. Supervise the creation of newsletters

ISCA Office Manager

Purpose: To provide daily assistance to ISCA members via phone and email communication, monitor finances, coordinate payroll, and as liaison with conference committee and agency. Average monthly hour expectation (35 hours)

- A. Provide administrative support for ISCA by performing all daily oral and written communication tasks.
- B. Provides assistance to the Board of Directors.
- C. Serves as a liaison with conference management agency.
- D. Performs duties associated with being a member of a main office.

- E. Assists in organization accounting and budget.
- F. Assists with compiling membership reports.
- G. Continues consistent communication with the Board of Directors.

ISCA Communication Specialist

Purpose: To generate social media, email, and newsletters (20 hours)

- A. Manage Social Media accounts - Facebook, Instagram, Twitter
- B. Monitor website content for current and accurate information.
- C. ISCA email communications - develop templates, curate content, distribute
- D. Support for ISCA committees
- E. Meet with ISCA Office Manager and ISCA Executive Director
- F. Weekly Multiview newsletter
- G. ISCA newsletters

Section 5 Roles and Descriptions

Board Chair

Purpose: Serve as Chairperson and voting member of the ISCA Board. Appoint all Chairpersons of Board Committees and Task Forces, as needed. Attend ASCA LDI. Oversee and coordinate all ISCA Board activities including but not limited to monitoring of the ISCA By-Laws and Ends Policies, implementation of the elections/nominations process, and facilitation of the annual Executive Director performance review and contract renewal. This position is elected annually by the ISCA Board of Directors.

Duties and Responsibilities:

- A. Assume office on July 1
- B. Provide leadership and oversee the work of the Board and to ensure alignment with ISCA's mission, vision, and Ends.
- C. Chairperson and voting member of the ISCA Board of Directors
- D. Develop, monitor, and revise the Strategic Plan of the association.
- E. Maintain accurate records of expenditures related to their role as Board Chair. Follow all financial policies & procedures.
- F. Prepare agendas, in consultation with the Executive Director, and preside over all general meetings and the Annual meeting of ISCA. In conjunction with the Executive Director, determine the dates and sites for all Board of Directors meetings.
- G. Submit Board of Directors Meeting Agendas to the secretary for distribution to the Board of Directors one week prior to each meeting.

- H. Consult on the appointment of standing committee chairs and task forces prior to or soon after taking office with the concurrence of the Board of Directors in accordance with the bylaws.
- I. With the Board of Directors, review/update Strategic Plan
- J. Post, or ask the Executive Director to post, relevant and newsworthy information to the ISCA weekly enews or newsletter on a regular basis.
- K. Represent ISCA at the ASCA Delegate Assembly, Annual Conference, Leadership Development Institute (LDI), and other conferences or meetings, as necessary.
- L. Attend the ISCA Annual Conference and speak at the opening session.
- M. Submit articles to the ISCA Newsletter and ASCA newsletter.
- N. Prepare annual report to be reviewed by the ISCA Board of Directors.
- O. Periodically review and be familiar with the association's documents including bylaws, policies and procedures, Strategic Plan, minutes, financial reports, and other pertinent information.
- P. Facilitate the annual May review of the Executive Director
- Q. In consultation with the Assistant Board Chair and Executive Director, develop a transition plan for the next Board Chairperson.
- R. Will work with the Board Chair-Elect on a transition plan not less than 60 days before assumption of office on July 1.
- S. Assume other responsibilities as directed by the Board of Directors.

Assistant Board Chair

Purpose: To serve as a voting member of the Board of Directors and provide primary support to the Board Chair as needed. Assume the responsibilities of the Board Chair in their absence. This position is elected annually by the ISCA Board of Directors.

Duties and Responsibilities:

- A. Serve as a voting member of ISCA Board of Directors.
- B. In the absence of the Board Chair, assume the role of the Board Chair with all its authority and responsibility.
- C. Demonstrate an awareness and knowledge of the ISCA By-Laws as well as ISCA Policies and Procedures.
- D. Maintain accurate records of expenditures of expenses related to their position and follow all financial policies & procedures.

- E. Represent ISCA at the ASCA Delegate Assembly, Annual Conference, Leadership Development Institute (LDI), and other conferences or meetings, as necessary.
- F. Attend all ISCA Board Meetings and the ISCA annual conference.
- G. Periodically review and be familiar with the association's documents including bylaws, policies and procedures, Strategic Plan, minutes, financial reports, and other pertinent information.
- H. Assume other responsibilities as directed by the Board Chair or Board of Directors.
- I. In consultation with the Board Chair and Executive Director, develop a transition plan for the next Board Chairperson.
- J. Will work with the Assistant Board Chair-Elect on a transition plan not less than 60 days before assumption of office on July 1.

Secretary

Purpose: To maintain accurate records of all official meetings of the Board of Directors and General Membership, and present them for approval at each Board or General Membership Meeting. This position is elected annually by the ISCA Board of Directors.

Duties and Responsibilities:

- A. Serve as a voting member of the ISCA Board of Directors
- B. Demonstrate an awareness and knowledge of the ISCA By-Laws as well as ISCA Policies and Procedures.
- C. Keep the records and minutes of the Association from the Board of Directors meetings, and Annual General Membership meeting.
- D. Assist the Board Chair in distributing agendas, minutes, and other pertinent information to the Board of Directors.
- E. Maintain historical documents of the association
- F. Attend ISCA Board of Directors and General Membership meetings.
- G. Submit reports of activities at each Board of Directors meeting.
- H. Will work with the Secretary-Elect on a transition plan not less than 60 days before assumption of office on July 1.

Treasurer

Purpose: To oversee the maintenance of records, financial transactions, disbursement of funds and ensure that all required paperwork is properly filed. This position is elected annually by the Board of Directors.

Duties and Responsibilities

- A. Serve as a-voting member of the Board of Directors.

- B. Oversee the Executive Director's maintenance of accurate records of expenditures and follow all financial policies & procedures.
- C. Oversee the Executive Director's disbursement of all funds of the Association within the approved budget.
- D. Attend ISCA Board meetings
- E. Submit articles to the ISCA newsletter.
- F. Will work with the Treasurer-Elect on a transition plan not less than 60 days before assumption of office on July 1.

Section 6 Basic Tenants of Policy Governance and Board of Directors Ground Rules

ISCA began transitioning from a volunteer working board structure to policy governance in 2021. The transition process included the Board of Directors shifting from a member board consisting of Vice President specialists to an elected board (inclusive of one graduate student representative.) ISCA also hired its second Executive Director to support effective implementation of the policy governance model.

What this means in practice is that the Board is responsible for governance functions including:

- Representing the Members and their interests;
- Appointing and holding the Executive Director accountable for achieving organizational outcomes;
- Attending to the Ends, and translating it into high-level policy;
- Ensuring the financial stability of the organization; and
- Guarding and enhancing the reputation of ISCA.

Principles of Policy Governance

- Allows the organization to reach for its fullest potential
- Is not revolutionary and does not necessitate radical changes. It is common sense and logical.
- Is not a rigid structure; it is a philosophy that organizations can use to function efficiently by finding the structure that best fits their own needs.
- Policy governance clarifies roles by:
 - allowing people to do what they do best
 - allowing people to do only what they can do
 - eliminating unnecessary activities
 - eliminating duplication of efforts
 - holding people responsible for fulfilling their responsibilities

- gives greater control and ownership to the Board and the membership
- allows organizations to govern by policy, not personality

Making Policy Governance Work

- Remember to focus on the WHAT, not the HOW
- Is it the final goal or is it an objective towards the goal?
- Is it measurable?
- Is it in ISCA's control?
- Is it consistent with the mission/vision?

Governance Style

The Board shall govern with an emphasis on:

- Outward vision rather than internal preoccupation
- Encouragement of diversity of viewpoints
- Strategic leadership more than administrative detail
- Collective rather than individual decisions
- Future orientation rather than past or present
- Proactive rather than reactive
- Do not tolerate gossip, whining or complaining
- Instead of complaints, think of contribution or a solution
- If you do not like something, be ready to lead in promoting change
- When confronted with a challenge or issue, the bottom line is how you answer the following questions
 - What purpose does this serve?
 - What is the intended outcome or goal?
 - How will this help counselors?
 - How will this NOT hurt counselors?
 - Stick with the big picture and delegate the "hows"

Further information on the policy governance model can be found at [this link](#). If you have additional questions about the governance model, please contact the Executive Director.

Board Members' Code of Conduct

- Treat each other with respect, courtesy, fairness, and good faith ● Focus on the ends
- Stay open to input and new ideas; be willing to change your position ● Challenge assumptions and preconceived notions; encourage the expression of dissent at meetings
- Listen in order to understand

- Bring any disagreements to the meeting
- Be brief, no war stories; don't repeat
- Focus on what is right, not who is right
- Base decisions on parameters that include relevant data and the goals of the organization
- Respect confidentiality of Board meeting discussions, with exceptions agreed upon by the Board
- Respect confidentiality of Board discussions until resulting decisions are formally adopted by the Board
- Limit discussions of Board business to the Board Meetings

Board Member Roles

- Speak with one vision one voice
- Stay focused of our mission
- Act in a policy-making capacity for the organization.
- Participation on ISCA Standing Committees is by choice and not a requirement of Board Members.
- Vote on all actions put forth by the Board of Directors or other voting member.
- Help future generations of school counselors
- Provide direction to the Association & its leadership
- The Board of Directors will conduct an annual performance review of the Executive Director.
- Approve the annual budget of the organization.
- Bring issues from constituents
- Be knowledgeable about ISCA's bylaws, policies and Board decisions and communicate, clarify and support them to the membership
- Support the continuous improvement of the Association
- Be prepared for meetings
- Use personal email not school email for all ISCA communications
- Advocate for the profession and the Association
- Identify and encourage future leaders

Board of Directors	Executive Director	ISCA Office Staff
• Sets the Strategic Plan for ISCA ◦ Ends Policies • Elected Board of Directors ◦ Accountable to	• Part time ISCA employee • In collaboration with ISCA Board, create Strategic Plan • Only person	• Accountable to the Executive Director • Oversee entire day to day operations of ISCA

members • Multiyear Board Member Terms • Graduate Student Representative • Policy Governance Model	accountable to the Board	
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Paid ISCA staff and Board of Directors are responsible for management/operational functions including:

- Working with and through Members, volunteers and committees, identifying strategic concepts and project ideas;
- Recommending strategic and directional options;
- Taking action and making decisions for implementing the Board's ENDS, priorities and policies;
- Driving project development and delivery with support of volunteer teams;
- Ensuring efficient management of the Association's financial resources;
- Promoting and adhering to the Association's brand standards; and
- Generating data that informs the Board's assessment, evaluation and decision making.

Voting members of the ISCA Board shall consist of the ISCA Board of Directors and include the Graduate Student Representative.

Board Director Expectations

- A. Board Directors should make every effort to attend regular monthly board meetings. If a Board Director is unable to attend at least half of the scheduled board meetings, they should communicate with the Board Chair and Operations Team to assess their ability to fulfill the responsibilities of their role.
- B. When a Board Director cannot attend a regularly scheduled board meeting, they are encouraged to inform the Board Chair at least one week in advance.
- C. Effective communication is essential for the success of the board and the Association. Board Directors are expected to respond to communications within 72 hours unless specified otherwise.
- D. The ISCA Board of Directors holds two in-person retreats annually, in Fall and Spring. These retreats are crucial for evaluating board work and goals. In-person attendance is essential, and funds have been allocated to support this effort. Board Directors should plan to attend these retreats as scheduled.
- E. Board Directors must know the Policies and Procedures governing the board's work and structure.

- F. Board Committee participation is an additional expectation of Board Directors, these committees continue the work of the Board and are active at different times throughout the year.

Ground Rules for Meetings

- A. Focus on results (i.e., outcome of your activity) rather than the process (i.e., how results are achieved).
- B. Meetings will be run following “ISCA Meeting Special Rules of Order”
- C. This focus should parallel our progress on the ISCA strategic plan. Board focus needs to focus on the future; proactive rather than reactive.
- D. Stay open to input and new ideas; be willing to move your position.
- E. Agree on what important words mean and ask for clarification.
- F. Challenge assumptions and preconceived notions; encourage the expression of dissent at board meetings.
- G. Listen in order to understand.
- H. Bring disagreements to meetings.
- I. Base decisions on data, the goals of the organization, and the strategic plan.
- J. Treat other board members with respect, courtesy, fairness, and good faith.
- K. Be brief and succinct when speaking.
- L. Focus on what is right for the organization, not who is right.
- M. Respect the confidentiality of board meeting discussion, with the exception of agreed upon decisions by the board. It is important that at the end of board meetings we speak with one, unified voice.
- N. Limit discussions of board business to the board meetings.
- O. Be familiar with board member roles (ISCA Policies and Procedure Handbook).
- P. Remember that we are each responsible for the success or ineffectiveness of board meetings.

Board Dispute Resolution Process

One of the most important elements of Policy Governance is the Board responsibility to hold itself accountable for its actions. This includes actions taken by individuals that may undermine the efforts of the organization, the board or other individuals. The ISCA Board shall use the following process to resolve disputes:

A board member or Executive Director who perceives a problem or concern shall discuss it privately with the individual(s) involved. When the board member is approached with a problem regarding another board member, they should redirect the conflict to the person involved. If a private discussion does not yield satisfactory results, an attempt shall be made to secure a mutually agreed upon

board member(s) to serve as mediator(s). If the issue is not resolved through mediation, the matter shall be brought before the whole board, and shall not be discussed by others. If an issue is brought to the board, the disputants shall provide a written explanation that addresses:

- Problem, issue or concern in question.
- Behavior by the individual or group of board members that exhibited the problem or issue.
- Consequence of the behavior.
- Impact on the organization and the board, specifically, does it hurt the organization, does it hinder the effectiveness of the board, or is it a personal issue outside the bounds of the board.

The Board shall:

- Review written explanations.
- Offer the disputants an opportunity to state what they are willing to do to resolve the problem.
- Make/offer suggestions for possible resolution of the problem.
- Give disputants further opportunity to resolve the problem.

Board Members' Code of Conduct - pdf-*Signed on an annual basis by board members*

As a leader who helps to promote excellence in the profession of school counseling, it is my ethical responsibility to see that the work of my school counseling association board meets the standards and goals that result in significant progress for the profession in Illinois. Therefore, it is of the utmost importance the board meeting operates as efficiently and as judiciously as possible as based on Policy Governance methods. To not follow this code is to hinder the collective work to advance the profession of school counseling. As a fully responsible and participating member of the leadership ISCA, I will demonstrate my commitment to the association and the profession by agreeing to the following:

Professional Ethics

The ISCA Board-of Directors and Operations Team must adhere to the ASCA Ethical Standards for School Counselors and Ethics Standards for School Counseling Association Leaders.

Resignation Policy

The ISCA Board recognizes that board engagement is a volunteer professional responsibility and that there are several reasons why a board director may need to reduce engagement or potentially resign. In the event that a board director feels as though they cannot fulfill their obligations to the board, the following process is to occur:

- 1) Reach out to the Board Chair to communicate concern and schedule time to meet
- 2) Discuss issues/obstacles with the Board Chair
- 3) In consultation with the Board Chair, determine if a short-term reduction in engagement, resignation, or alternative is appropriate next step

- 4) Board Chair will share follow-up and next steps with the board overall

If the board director should resign within 60 days of attendance at ASCA's Leadership Development Institute (LDI) or another major event on behalf of ISCA, they may be held liable for any (or a portion of) the costs that ISCA incurred on the director's behalf.

Loyalty

Board of Directors and ISCA Staff must represent unconflicted loyalty to the interests of the Association and ISCA Members. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any ISCA Leader as a consumer of the organization's services.

- I will read/re-read the by-laws and policies under which the Board operates.
 - I will fulfill the duties and responsibilities of my office.
 - I will abide by the ASCA Ethical Standards for School Counselors.
 - I will prepare for, attend, and participate in the meetings of the Board and committees to which appointment has been accepted.
 - If I have any items to be placed on the upcoming Board Meeting Agenda, I will deliver such items to the Board Chair one week prior to the meeting.
 - I will ensure that each matter is dealt with in a fair, equitable, impartial and just manner based on what is best for school counselors, and ultimately, the students served.
 - I will accept responsibility and accountability for the decisions made by the Board, regardless of personal opinion and I will not, through word or deed, undermine the collective decision of the Board. I will speak with one voice for this professional association.
 - I will avoid any conflicts of interest with respect to my fiduciary responsibility.
 - Duty of Obedience - Making sure the association complies with applicable federal, state and local laws, the bylaws, and to guard its mission.
 - Duty of Loyalty - Acting in a way that is faithful to the desires of your association's members.
 - Duty of Care-Demonstrating the same level of care and concern to their board responsibilities as any reasonably prudent person would for themselves.
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- I will demonstrate mutual respect and support for all Board members.
 - I will carefully consider and listen to the opinions of other Board members.
 - I will not speak or act on behalf of the Board without proper authorization.
 - I will submit all required reports to the Board in a timely manner.
 - I will attend Board meetings regularly, realizing that if I miss two consecutive meetings in a year, I may be asked to reconsider my commitment to my position on the Board.
 - I will inform the Board Chair or Executive Director of any conflicts I may have with scheduled Board meetings and will follow-up with other Board members to find out what responsibilities I may need to fulfill to the organization.

- I will act in a professional manner at any time I am representing ISCA or interacting with constituents.

Signature: _____ Date: _____

ISCA Code of Conduct

ISCA Annual Sequence of Events-The following chart outlines the annual events pertinent to the ISCA Board. This is not an exhaustive list of all ISCA activities. Refer to the ISCA Google Calendar and ISCA website for further event information.

July	• Board Meeting/Retreat • New Officers assume positions • Delegates attend LDI
August	• Administrative newsletter • Webinar • ISCA Member Newsletter content Due • ASCA Newsletter content Due • Committee Chairs Training
September	• ISCA Member newsletter distributed • Board Meeting • ISBE/ISCA Advisory • ASCA.ISCA newsletter released • Committee Volunteer Training
October	• Webinar • R & E Credential Training • ISBE/ISCA Advisory • ASCA Newsletter content Due • Board Meeting • Scholarship Application revised • Award Nomination revised
November	• Annual Conference • Release scholarship application • Release award nomination form • Board Meeting • ISBE/ISCA Advisory • ASCA newsletter released
December	• Webinar • Board Meeting

	• Admin Newsletter content Due • ISBE/ISCA Advisory • ASCA newsletter content Due
January	• Admin Newsletter distributed • LDI for ISCA Board • Info session for interested Board Members • ISCA Member Newsletter content Due • R & E Credential Training • ISBE/ISCA Advisory • ASCA newsletter released
February	• National School Counseling Week • Board Meeting • ISCA Member Newsletter distributed • Board application distributed/Application opens • Review Award submissions-check ISCA eligibility • Send SCOY application to nominees • Webinar • Review scholarship submissions - select winners • ISBE/ISCA Advisory • ASCA newsletter content due
March	• Review Board applicants for eligibility • Full Day Workshop (Up and Down state) • ISBE/ISCA Advisory • ASCA newsletter released • Midwest LDI • Review SCOY applications • Select IL SCOY • Release IL SCOY winners
April	• Board meeting • Webinar • ISBE/ISCA Advisory • ASCA newsletter content Due • In person presentation for IL SCOY • Release ISCA Award Winners
May	• Submit IL SCOY to ASCA • ASCA newsletter released • ED Contract review process • Begin Executive Board Nominations
June	• Board Meeting • Elect Executive Board for next year

	• Begin transition process for newly elected board positions. • Continue transition process for Board Chair-Elect
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Section 7 Role Descriptions: Standing Committees

ISCA Standing Committees

Purpose: Standing Committees are designed to carry out the goals as determined by the Board. Standing Committees do not have an end date as their work continues from year to year. A reflective and action oriented framework guides the work of Standing Committees.

Duties and Responsibilities for all Committees:

- A. Solicit and appoint committee members from ISCA membership
- B. Select a Chairperson for the committee
- C. Identify Annual Goal/Objective for the Committee
- D. Develop an Action Plan for the Year in alignment with the Board Strategic Plan.
- E. Complete the ISCA Committee Meeting Template (view only for reference) and submit at least one week before the ISCA monthly Board of Directors meeting
- F. Committee activity updates for this month
 - a. How do your activity updates serve the ISCA Ends Policies (available here: <https://www.ilschoolcounselor.org/Bylaws>)?
 - b. Do you have any questions/concerns for the board to consider this month?
 - c. Any other updates to share with the Board of Directors?
- G. Use the same ISCA Committee Meeting Template (make a copy) to record all Committee activities for the year.
- H. Write an end of the year report to be submitted to the Executive Director and Operations Director prior to the June ISCA Board meeting.
- I. Submit articles for the ISCA Member Newsletters to share activities of the Committee.

Race and Equity Committee

Purpose: The ISCA Race and Equity Committee was developed by the 2020 ISCA Board and is composed of school counseling Race and Equity advocates from across the state of Illinois. The steering committee is tasked with providing feedback to the Board of Directors to ensure that the organization is implementing anti-racist and equitable practices for both members of the board and members within the organization.

Duties and Responsibilities:

- A. Work directly with ISCA Operations Director
- B. In conjunction with the Professional Development Committee, oversee the planning and offering of the Race and Equity Credential.
- C. Supervise the Race and Equity Credential Train the Trainer Model.
- D. Review and Revise ISCA Policies, Procedures, and By-Laws for the application of Equity and Anti Racist language and concepts

Membership Committee

Purpose: To recruit and retain members ISCA.

Duties and Responsibilities:

- A. Work directly with ISCA Executive Director
- B. Provide leadership and consultation for all ISCA Membership practices.
- C. Schedule and facilitate ISCA Member Listening Sessions in collaboration with Region Representatives.
- D. Review and revise membership communications for new, lapsed, and archived memberships.
- E. Generate new ideas for membership recruitment.
- F. Develop communication pathways to engage members from membership groups (ex. Parochial Schools, Graduate Students, Affinity Groups)

Advocacy Committee

Purpose: Inform the membership of national and state legislative issues as well as Illinois State Board of Education issues relating to school counselors

Duties and Responsibilities:

- A. Work directly with ISCA Executive Director.
- B. Inform membership of pressing legislative issues.
- C. Monitor legislation pertinent to school counselors
- D. Work with ISCA Lobbyist on legislations pertinent to school counselors
- E. Initiate contact with legislators, as needed
- F. Provide information and advocacy training to ISCA members
- G. Work collaboratively with legislative arms of other professional organizations.

Professional Development

Purpose: Identify professional development needs of ISCA membership. Identify speakers, programs, webinars, and workshops to address identified professional development needs.

Duties and Responsibilities:

- A. Work directly with ISCA Operations Director.
- B. Administer ISCA member needs assessment to identify professional development needs.
- C. Develop Professional Development Calendar for webinars and n person workshops
- D. Implement Clinical Supervision and Internship Supervisor training as part of Professional Development Calendar.
- E. Coordinate contact with speakers to determine presentation details and contracts as needed.
- F. Evaluate all professional development events and review evaluations to determine future professional development needs.

Conference

Purpose: Oversee the planning for the ISCA Annual Conference.

Duties and Responsibilities:

- A. Work directly with ISCA Operations Director
- B. Select date for annual conference
- C. Select keynote speaker
- D. Select theme and conference advertising design
- E. Review and select conference breakout sessions
- F. Recruit conference volunteers
- G. Oversee conference and breakout evaluations. Review evaluations and make recommendations for the next conference.
- H. Review final financial conference report.
- I. Provide conference registration for current Illinois School Counselor of the Year.

Graduate Students

Purpose: To connect and foster relationships with school counseling graduate students.

Duties and Responsibilities:

- A. Work directly with ISCA Executive Director
- B. Create at least one professional development opportunity each academic year specific for school counseling graduate students.
- C. Create communication pathways for Illinois school counseling graduate programs.
- D. Identify ways to connect with Illinois school counseling graduate students through a variety of media.

Awards

Purpose: To coordinate the solicitation of nominations for awards and appoint a committee to select award winners.

Duties and Responsibilities:

- A. Work directly with ISCA Operations Director
- B. Review and revise the ISCA Award Nomination Form
- C. Review all nominations and verify eligibility with the ISCA Office
- D. Contact ISCA School Counselor of the Year Nominees to determine interest in applying for ISCA SCOY
- E. Select all award winners

Scholarships

Purpose: The ISCA Student Senior Post Secondary Scholarship is awarded to students through a rigorous application process. Scholarships are awarded in each ISCA Region.

- A. Work directly with ISCA Operations Director
- B. Review and revise the scholarship application.
- C. Review all scholarship applications.
- D. Select winners from each ISCA Region.

ISCA Board Committees/Task Forces

Purpose: Board Committees support the ongoing work of the board. Task Forces are temporary committees meant to fulfill a specific and immediate need of the Board.

Committee/task force chairs are appointed when a task occurs that does not fit within the role of an already elected or appointed member of the Board of Directors.

- A. Appointed by the Board Chair with consensus of the ISCA Board of Directors.
- B. A Terms of Reference (ToR) document ~~is~~ can be used by Task Forces to structure their work and objectives. ToRs details the specific authority the board or committee has to oversee a delegated area of responsibility. A ToR specifies clear objectives, clarifies how decisions will be made and has a clear focus on key issues and expectations
- C. Follow all bylaws, financial policies and procedures, as well as general policies and procedures of ISCA.
- D. Board Task Forces are designed to be at maximum, 1 year in length.
- E. Outcomes of Task Forces are generated by the Board of the Directors before Task Force starts meeting.
- F. The Board of Directors determines when a Board Committee will report back to the Board on the outcomes.

Nominations and Elections (Returning Board Members)

Purpose: To develop a slate of candidates who are invested in the organization and willing to commit their time and energy to the ISCA Mission and Work Plan.

Duties and Responsibilities:

- A. ISCA Board Member nomination process and responsibilities
- B. ISCA Board of Directors rotation
- C. ISCA Executive Board Nomination and Election

Bylaws & Policy and Procedures

Purpose: To review the Bylaws of the Association and the Policy and Procedures Handbook as needed and make recommendations concerning revisions to the Board of Directors. This committee has the responsibility of ensuring compliance in these documents with ASCA, ISCA Mission, Vision, and Ends policies.

Duties and Responsibilities:

- A. Submit proposed changes for approval to the ISCA Board.
- B. Revisions to Policy and Procedures require a $\frac{2}{3}$ majority vote by the Board.
By-Laws require a majority vote by ISCA members following an ISCA Board approval.
- C. If changes are approved in either document add date of update, and post on ISCA website

Emerging Leaders Task Force

Purpose: To develop an Emerging Leaders program that will meet the needs of the school counselors across the state of Illinois. The goal of the program is to develop the next generation of leaders for ISCA and provide mentorship to that effect.

Illinois Developmental Model

Purpose: To review the Illinois Developmental Model following each revision of the ASCA National Model. The Illinois Model serves as a resource for Illinois School Counselors for curriculum examples with quick and easy access to Model components.

Section 8 Travel Reimbursement

Reimbursement Authority: ISCA provides reimbursement for travel and housing for ISCA officers, Board of Directors, Committee Chairs, staff and other persons as authorized by the Board of Directors.

Travel Reimbursement Procedures

- A. The Board of Directors must approve the expenditure in advance.
- B. Supporting Data: Dates, places and purpose of the authorized activity or meeting must be indicated.
- C. Time Frame for Submitting Receipt: Travel receipts must be submitted within thirty (30) days of the incurring of travel costs. The association reserves the right to not reimburse any expenses not received within the thirty (30) day time limit.

Transportation Considerations:

Round trip travel by air (coach fare), train, coach and bus and taxi or rideshare plus parking expenses will be provided and will be reimbursed after submission of receipts.

- A. Flight travel is reimbursable. ISCA recommends securing the lowest cost flight at the time of booking.
- B. Travel by Private Automobile: Travel by automobile will be reimbursed at the rate set by the IRS Board of Directors, currently \$0.67 per mile (as of 2024), not to exceed one round trip air coach fare from the individual's place of residence or point of departure to the meeting site.
- C. Automobile Rental: Automobile rental may be reimbursed only if it is specifically authorized by the Board of Directors.
- D. Ground transportation is reimbursable between airport, hotel and place of meeting as needed.
- E. Supporting Data: Original receipts, departure point, destination point, business purpose, dates, amount of expenditure and name of passenger must be provided.
- F. ISCA reimburses Board members for round-trip to Board meetings. Payment shall be made only to the driver whenever rides are shared.

Meal Reimbursement

- A. A fifty dollar (\$50.00) reimbursement allowance will be given for each day of official business with the pro rata allocation for travel days. Meals purchased will be reimbursed if they were not provided by the event.

- B. Business Meals: Only those meals that would have been incurred during the time that an individual was traveling on ISCA business are eligible for reimbursement.
- C. Provided Meals: Reimbursement for provided meals may not be claimed regardless of whether or not the individual partakes.
- D. Per Diem Inclusions: Public transportation fares to and from restaurants, taxes and tips are considered part of the cost of the meal and are reimbursed.
- E. Requests submitted more than thirty (30) days after a meeting, will not be approved.

Section 9: ASCA Delegate Assembly and LDI:

ISCA, being a chapter of ASCA, has a responsibility to its parent organization to stay fully engaged in perpetuating progress and continuing to help ASCA and ISCA move forward. The primary sources of information flowing between ISCA and ASCA are the Delegate Assembly, LDI (Leadership Development Institute), and bi-monthly ASCA state leadership meetings.

- A. The number of voting delegates ISCA can have at the ASCA Delegate Assembly is determined by ASCA. Once that number is determined by ASCA (in the spring of each year), the ISCA Board Chair is notified via mail how many voting delegates ISCA can send to the ASCA Delegate Assembly. Also in that paperwork, are the registration forms indicating who will serve as a delegate. All Delegates must be current ASCA members.
- B. The Board Chair and Assistant Board Chair will be considered first to be the ISCA voting delegates. If preferred officers are unable to serve as delegates, the Board of Directors will designate who may attend in their place. ISCA will also support other ISCA leaders to attend LDI as a non-voting delegate.
- C. ASCA charges no fees for delegates but there are expenses for travel to the Delegate Assembly/Conference site, for hotel rooms, meals that occur during the Delegate Assembly that are not provided by ASCA, travel to and from the airport or airport parking. For travel expenses incurred going to and from the airport ISCA will reimburse the attendee for expenses incurred at the standard taxi or shuttle rate. The Board of Directors votes upon such expenditures as part of the

ISCA annual budget.

- D. ISCA will reimburse each designated attendee of the sleeping room cost incurred for three nights in a standard room.

Section 10: Surveys

When ISCA receives a request to utilize its membership list for the distribution of a survey, the following ISCA policy will apply:

1. The requestor needs to be a member of ISCA
2. The notice will be sent on two consecutive weekly newsletters.
3. The research/survey needs to be approved (IRB) by their academic department.

Section 11: ISCA Brand Handbook

The ISCA Brand handbook was developed in 2021 to provide consistent color and fonts to be used in ISCA communications. [Click here](#) to view the Handbook.

Section 12: Newsletter Articles

It is expected that all voting members of the ISCA Board, periodically submit articles for ISCA Newsletters. These publications are typically created three times per year by ISCA and 5 times a year by ASCA. Deadlines usually fall several weeks before print dates. The Executive Director will notify all Board members of these deadlines.

It is beneficial for all Standing Committee Chairs and Task Force Chairs to submit articles when specific activities have occurred, are about to occur, or if other information needs to be disseminated. All Chairs will be notified of deadlines.

Section 13: ISCA Board Records

ISCA shall maintain an inventory of records needed for the daily running of Association business and committee work. The Association will maintain these records in accordance with records laws and Association policies and procedures.

- A. These records shall include all documents and work created and used by the Association, its Committees, and its Staff.
- B. These records shall be maintained by the Board of Directors in electronic format for a minimum of five years following the date of publication.

- C. Through the use of ISCA issued email addresses, records shall be maintained in Google Drives and the Tradewing platform accessible by the ISCA Operations Staff and Board Chair.

Date of Update:
July 2025