



UTAH SCHOOL BOARDS  
ASSOCIATION

# Handbook



## Board of Directors

The Utah School Boards Association provides leadership training, member services, and advocacy for effective school board governance.



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The task of the modern educator is not  
to fill a child with knowledge, but to  
irrigate his mind.

–C.S. Lewis

# The Utah School Boards Association (USBA)

**Welcome to the USBA Board of Directors!  
USBA operates through a collaborative model of  
governance. The president, officers, and executive  
committee work collaboratively with the executive  
director, as representatives of the USBA Board of  
Directors to further the mission, vision, beliefs, and  
strategic plan of the association throughout each year.**

## Mission:

Building Better Boards

## Vision:

The Utah School Boards Association shall provide leadership training, member services, and advocacy for effective school board governance.

## Belief Statements:

1. Public education provides opportunities for all children.
2. Public education's success depends on public support.
3. A sustained financial commitment is essential to public education.
4. Locally elected nonpartisan school boards best represent local education needs.
5. Effective local school boards influence student achievement when collaborating with parents, students, and the education community.
6. Multiple land use provides funding for public education.
7. School trust lands must be managed for the benefit of all Utah students in perpetuity.
8. Legislation should support excellence in public education.

## USBA Areas of Focus

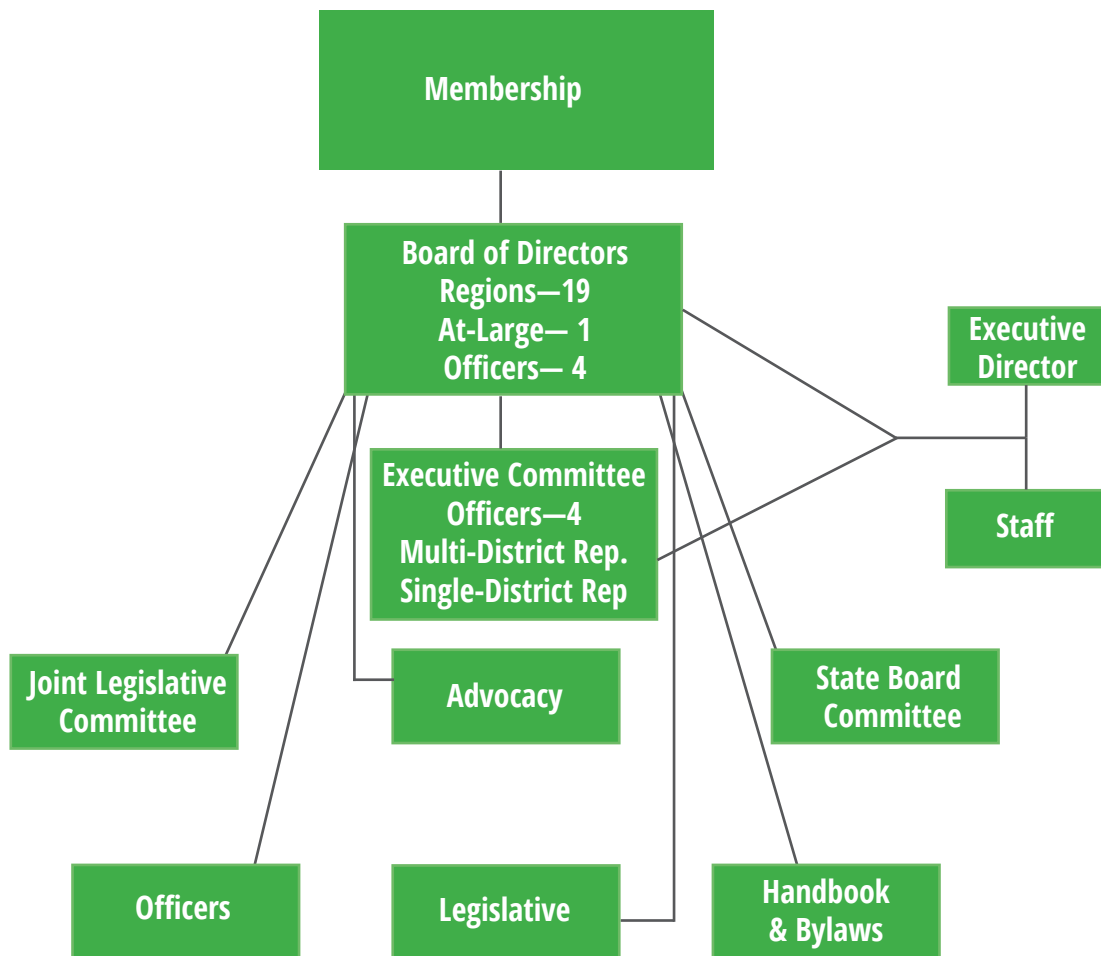
- Board Leadership and Professional Development
- USBA Member Services
- Advocacy

s not to cut down jungles, but to  
deserts.”

Lewis

## USBA Board of Directors

Flow Chart



The Board of Directors is the governing body of the Utah School Board Association.

Powers (Bylaws Article IV Section 2)

- Manages the property, affairs, and business of the association.
- Adopts rules of procedure for conducting association meetings.
- Adopts policies pertinent to the purpose and objectives of the association.
- Creates standing and ad hoc committees as needed.

# Effective board members are:



## Respectful

- Approach role with integrity
- Treat board members, families, employees, students, and community members with dignity and consideration
- Listen to and acknowledge stakeholder input
- Safeguard confidentiality



## Engaged

- Connect community and other stakeholders
- Commit to the work of the spirit of inquiry
- Are prepared, attentive, and present at meetings



## Knowledgeable

- Understand and follow state and federal law, administrative rule, and board policy
- Understand board member duties, roles, and responsibilities
- Seek continual improvement through professional development
- Make decisions informed by data



## Accountable

- Focus on student achievement
- Communicate data-driven results
- Ensure fiscal responsibility
- Model ethical and transparent practices
- Build public trust



## Collaborative

- Develop a cohesive board team
- Seek for understanding
- Problem-solve within proper roles
- Support board decisions
- Avoid promoting a personal agenda



## Advocates

- Champion public education
- Promote student success
- Seek support for local governance and district needs
- Develop relationships with community and state leaders

3.

## Duties (Bylaws Article IV Section 7)

The Board of Directors supervises, controls, and directs the affairs of the Utah School Boards Association within the limits of, and consistent with, the Articles of Incorporation and these Bylaws. The board of directors actively promotes the purpose of the association, sets the association dues and adopts its budget, and exercises discretion in disbursing the association's funds. The board of directors adopts rules and regulations for the conduct of its business and may appoint agents as necessary to execute its powers.

## USBA Board of Directors Time Commitment

### **BoD meetings:**

- Generally held the second Friday of even numbered months, mid-day, 2-6 hrs each.
- A board of directors retreat is usually held in April for two days, usually in St. George.
- Following Board of Directors meetings each board member reports actions and information back to their USBA region members.

### **Executive Committee:**

- Made up of the four officers, one single district region board member, one multi-district region board member. This committee meets during odd numbered months to direct association business for the Board of Directors in the interim between meetings. (See pg. 5)

### **Standing Committees:**

- Each member of the Board of Directors is assigned to serve on a USBA standing committee. Most committees meet earlier in the day on the same day as Board of Directors meetings.
- Some committee work is accomplished online between board meetings.
- Each member of the Board of Directors is expected to participate on the JLC, which meets each Friday of the Legislative Session as well as several times throughout the year.

## Region Election Process for Board of Directors and Delegate Assembly

1. The member of the USBA Board of Directors currently representing the member's region will conduct the meeting of the region where elections for the board of directors occurs.
2. If a currently serving member of the board of directors wishes to run for re-election, that person must ask someone else (in advance) to conduct the region election meeting.
3. The person conducting the region election meeting asks for nominations for the region's representative to the board of directors. No seconds are needed for nominations.
4. All of those nominated to run for board of directors positions shall have 2 minutes to speak to the region group.
5. Voting is done by secret ballot if more than one candidate is nominated.
6. In the event there are more than two candidates, there will be a primary election including all candidates, followed by a general election of the two candidates with the most votes from the primary.
7. Ballots must be counted by two people who are not nominees and are members of different districts in multi-district regions.
8. After multi-district region elections are completed the USBA president-elect will conduct nominations for the At-Large board of director position. The president-elect will call for nominations from the multi-district regions. Any local board member from multi-district regions is eligible to be nominated. No seconds are needed for nominations. All those nominated to run for the At-Large board of director position shall have 2 minutes to speak to the group. Follow voting protocol in items 5 & 6 above.
9. The same nomination and voting process is used to elect a delegate from each region for the delegate assembly.



## Code of Ethics

As a member of the Utah School Boards Association (“USBA”) Board of Directors, I will strive to improve public education, and to that end I will:

- Actively promote the purpose of USBA.
- Attend all regularly scheduled USBA board meetings, informed and prepared to discuss the issues considered at those meetings.
- Recognize that I should endeavor to make policy decisions only after full discussion at regularly held board meetings.
- Render all decisions based on the available facts and my independent judgment and refuse to surrender that judgment to individuals or special interest groups.
- Encourage the free expression of opinion by all board members, be open-minded and respect individual differences and opinions, and maintain professional decorum at all times.
- Keep confidential issues and executive session items within the confines of the board.
- Seek systematic communications between the board and member local school boards.
- Support the implementation of board decisions.
- Work with other USBA board members to establish effective board policies and to delegate authority for the administration of USBA to the executive director.
- Communicate to the USBA president and the executive director, expressions of members and public reaction to USBA resolutions, policies, and programs.
- Avoid conflict of interest positions or situations and refrain from using my board position for personal or partisan gain.
- An individual board member or officer has no authority alone.
- The first and greatest concern of USBA board of directors members must be the educational welfare of the students attending public schools.
- Participate actively in the legislative activities of USBA in the most effective manner.
- Serve on standing committees as assigned.



**“To teach is to learn twice.”**

**—Joseph Joubert**

# USBA Officers

## Membership

- President
- President-Elect
- Vice President
- Immediate Past President

## Officers’ Duties and Authority

- The USBA officers have no authority outside the executive committee and board of directors, except as authorized representatives of the association.
- The president, officers, and/or executive director may collaborate to make recommendations to the executive committee for all the decisions, procedures, processes, and operations of the association including standing and ad hoc committees or, their purposes and appointments.

## President’s Responsibilities

- Act as the spokesperson for the association
- Collaborates with the executive director to prepare agenda for all the meetings of the association
- Presides at all the meetings of the association
- Facilitates the discussion and decision-making process for the association
- With approval from the board, appoints all standing committee chairs and members.
- Co-signs all checks of the association.

## Officers' Responsibilities

- Attendance at training meetings, conferences, and workshops, JLC, and the Utah Legislative Session as approved by executive committee and/or board of directors
  - Report to the USBA executive committee and board of directors on work done as representatives of the USBA Board of Directors.
- Represent USBA at formal events, meetings, etc.

## Officer Time Commitment:

- In addition to regular monthly meetings, either board of directors or executive committee, officers receive communications throughout each month that require collaboration with the other officers, the executive director, and/or others to accomplish the work of the association.
- Officers are expected to attend as many days as possible during the annual Utah Legislative Session, to provide daily spokespersons for Joint Legislative Committee positions on bills.
- Other USBA meetings such as: Annual Conference (Jan), Board President Workshop (Feb), Joint Legislative Committee (every Friday Jan-Mar plus others), Day on the Hill (Feb), Regional Training (Mar-April + Sept-Oct), Pre-Delegate Assembly/Delegate Assembly (Aug), Leadership Academy (odd years Sept), New Board Member Workshop (Dec), and others as needed.
- NSBA meetings such as: Advocacy Institute (3 days Jan), Annual Conference (4 days Apr), Leadership Conference (4 days Aug), Pacific Region (3days Oct)

## Vice President Election Process (Bylaws Article III, section 2)

### **Timeline and Notification to Board Members**

1. The executive director sends notification to all school board members on or before November 1st of each year regarding the election of the vice president at the annual USBA conference.
2. The letter includes the process for running for this position and a description of the duties, responsibilities, expectations, and time commitment.
3. In order for names of nominees to be included on the printed ballot, their nominations should be received before Nov. 30.
4. Candidates for the position shall not campaign prior to December 1st.
5. Candidates are sent a letter before the conference with the guidelines for nomination and acceptance speeches.
6. Election process:
  - a. In the designated meeting at the USBA annual conference, a presentation is made for each candidate for USBA vice president, by fellow board members to:
    - i. Nominate the candidate (2 min.)
    - ii. Second the nomination (1 min.)
    - iii. The candidate then accepts the nomination. (3 min.)
  - b. In the event there are more than two candidates, there will be a primary election including all candidates, followed by a general election of the two candidates with the most votes from the primary.
    - i. The two finalists will have an opportunity to address the general USBA membership after the primary election.
    - ii. Each candidate will be given equal, up front, public exposure during the conference.
    - iii. Officers and staff will be prepared for a nomination from the floor and the possibility of runoff election, ensuring a valid and fair election process.

**“Education is the most powerful  
change th**

**–Nelson**

## **Executive Committee**

### Membership

- Four USBA officers
- One representative and one alternate elected annually from the single district region representatives.
- One representative and one alternate elected annually from the multi-district region representatives.

### Duties and Responsibilities (Bylaws Article V)

- The executive committee meets in the months the board of directors does not, as representatives of the full board.
- The executive committee is responsible for administering the property, funds, and business affairs of the association.
- The executive committee has, and exercises all powers and authority granted by the board of directors.
- The executive committee makes recommendations to the board of directors for the final approval of decisions, procedures, processes, and operations of the association including standing and ad hoc committees, their purposes and appointments.



ul weapon which you can use to  
ne world.”

Mandela

## Board of Directors Standing Committees

Advocacy committee

Bylaws and Handbook committee

Evaluation Development committee

Leadership Academy committee

Legislative committee

Master Boards Certification committee

New Board Member Workshop committee

State Board Meetings committee

Officers committee

Joint Legislative committee

- Time frame: One year appointment, but eligible for reappointment.
- Meeting schedule: Committees are encouraged to hold their meetings in conjunction with regular board of directors meetings. However, additional meetings may be scheduled as needed.
- All committees work under the direction of the board of directors. Therefore, all committees report to the board of directors and/or the executive committee with recommendations for the association's programs and services.
- Ad hoc committees are appointed as needed.

### Advocacy Committee

This committee develops positive relationships and communication among the USBA membership, the Governor's office, the Utah legislature, the Utah Parent Teacher Association, the Utah Education Association, the Superintendents Association, the State Board of

Education, and the public in general. The committee recommends programs and produces materials that help promote public education and the role of local school boards. The committee works with the USBA Executive Director to develop and maintain the USBA website and may propose ideas for social media platforms. They recommend to the Board of Directors proposed changes and updates.

## Bylaws and Board Handbook Committee

This committee is assigned to update USBA bylaws which no longer meet organizational needs and to regularly update this board of directors' handbook.

## Evaluation Development Committee

This committee reviews the USBA evaluation tools developed by USBA for local school boards, superintendents, and business administrators.

## Leadership Academy Committee

In odd-numbered years, this committee is organized to plan a three-day, in-depth, training session for school board members, superintendents, and business administrators. The committee plans the curriculum, presenters, entertainment, and meal functions. They also recommend to the executive committee and the board of directors the location and date for the academy. The committee chair reports to the executive committee and to the board of directors.

## Legislative Committee

### Day on the Hill

This committee plans the one-day session on Capitol Hill during the legislative session to provide an update on legislation. The committee decides which legislators it wishes to invite to address USBA's membership. Key legislative bills along with important fiscal appropriations are reviewed. A portion of the day is spent with board members visiting their own legislators.

### Pre-delegate and Delegate Assembly

This committee plans a workshop as the Pre-Delegate assembly on timely topics to be presented the night before the USBA Delegate Assembly. Members arrange for a venue, speakers and/or presenters, and advertisement of the Pre-Delegate and Delegate Assemblies. The Delegate Assembly is held in August of each year.

## Master Boards Certification Committee

This committee develops programs, including the PowerUp program, information, and training, to assist local board members in effectively carrying out their roles and responsibilities. The association recognizes the value of professional development for board members and identifies information and training to assist them in providing leadership for public education.

## New Board Member Workshop Committee

In even numbered years, after the November election for new school board members, USBA has a one-day workshop for the newly elected members. This committee plans the curriculum, selects the speakers and presenters, and encourages all newly elected board members to attend.

## State School Board Meetings Committee

This committee works with the USBE member on the board of directors to be a liaison between USBA and USBE. Committee members attend state school board committee meetings, providing a voice for local school boards as appropriate. Committee members keep USBA board of directors informed regarding USBE decisions. Members are assigned to attend the following meetings:

- Law and Licensing
- Finance
- Standards and Assessment

**“... what you learn today, for no reason at all,  
will help you discover all the wonderful secrets  
of tomorrow.”**

**—Norton Juster The Phantom Tollbooth**

## Officers' Standing Committees

### Audit and Finance

This committee recommends a tentative budget to the executive committee and the USBA Board of Directors. The committee reports the results of the annual audit. The committee also makes a recommendation about who should do the audit and where USBA should invest association funds.

### Regional Training

Two rounds of regional training are planned each year: one in the spring and one in the fall. The fall meeting requires the committee to plan a topic or topics, along with presenters, for the training session. The spring meetings are to report to school board members legislative results impacting public education and to get input from all local school boards on items that help develop USBA's upcoming program.

### USBA Conference

The purpose of the annual conference is to provide excellent training for school board members, superintendents, and business administrators. The committee plans the entire conference including recommended speakers, district presenters, a theme, student musical groups, and all mini session topics. The committee members encourage all elected school board members to attend.

### Board Presidents and Vice Presidents' Workshop

Every other year, in odd years, USBA holds a half-day workshop for school board presidents and vice presidents. This committee sets the dates, develops the curriculum, and invites the presenters.

### Utah Public Education Coalition

The Utah Public Education Coalition (UPEC) is a statewide organization composed of representatives from the leading organizations in education: Utah School Boards Association, Utah School Superintendents Association, Utah Association of School Business Officials, Utah Education Association, Utah State PTA, Utah Association of Elementary School Principals, Utah Association of Secondary School Principals, Utah School Employees Association, and the Utah College Dean's Association. Representatives from the Governor's office also attend the meetings. Membership is limited to those organizations that are approved by the UPEC members, per UPEC bylaws.

UPEC meets monthly throughout the year and has, as its chief focus, legislation, budget, and policy for education in the state. It meets weekly during the legislative session and shares information on bills affecting children and public education.

**“Learning is not attained by chance, it must be sought for with ardor and attended to with diligence.”**

**—Abigail Adams**

## Joint Legislative Committee (JLC)

### Membership

The Joint Legislative Committee is a standing committee of the board of directors. Representation from each USBA region is desired for the work of the JLC. The JLC consists of:

- Up to twenty-three voting members designated annually, as follows:
  - The USBA officers including the immediate past president who may serve as the JLC co-chair.
  - Each region director, or their designee, is chosen from local board members from their region. If a region cannot fill the position on the JLC, the board of directors may appoint a representative.
  - Any Utah NSBA office holders and USBA Board of Directors At-Large are designated as permanent alternates on the JLC.
  - Alternates for the JLC meeting may be chosen from local school board members in attendance.
- Utah School Superintendents Association (USSA) is authorized one less voting member than USBA, which allows up to twenty-two voting members (or alternates). They are designated annually by the executive committee of the USSA.
- One representative from Utah Association of School Business Officers (UASBO) who is appointed to sit on the JLC committee to represent the business administrators of the state. This is a non-voting position.

### Voting

A quorum must be established for each group of USBA and USSA members. A quorum is defined as a simple majority of those voting members present from among JLC membership for each group. There shall be at least one more USBA voting member than USSA voting member present at JLC meetings requiring votes; in no case may the number of voters allocated to USSA exceed the votes allocated to USBA.

### Leadership

The USBA Legislative Chair, together with the USSA Legislative Chair, serve as Co-Chairs to guide the work of the JLC. The USBA immediate past president will serve as the USBA Legislative Chair unless unable or unwilling. In that case the USBA president shall recommend to the USBA board of directors an individual to serve as the legislative chair. When needed the USBA president shall appoint a temporary alternate chair.



## Duties

The duties of members of the JLC include:

- Attend all JLC meetings
- Carry out the legislative priorities of the Delegate Assembly
- Consider and analyze legislation affecting education and potential action related to such legislation.
- Contact legislators and others involved in the legislative process to inform them of Delegate Assembly priorities, of JLC positions, and information related to pending legislation.
- Members who will be absent shall notify a USBA officer and may call upon an alternate to serve in their stead. The USBA president or USBA legislative chair may designate alternates as needed to convene a JLC meeting.

## JLC and the Legislative Agenda for USBA

### The Legislative Agenda

1. In the spring regional meetings, feedback and recommendations will be gathered by surveying all board members, superintendents, and business administrators from each district. Data will be collected and disaggregated to show results for subgroups.
2. This information will be used by the JLC to develop legislative priorities.
3. The chair of the JLC recommends these legislative priorities to the USBA board of directors. The board of directors will discuss, modify, and approve the priorities for use in the delegate assembly.
4. The board of directors recommends the priorities to the delegate assembly.
5. The delegate assembly discusses the recommended priorities, makes amendments, and adopts the priorities.
6. The JLC must follow the position adopted by the delegate assembly.

### Committee Meetings

JLC members are also assigned, as needed, to attend education interim meetings of the legislature and lobby during the legislative session. All JLC committee members should track legislation affecting public education and regularly communicate with their local legislators to advocate for JLC positions on potential legislation.

### Sub Committee

The JLC will act upon the recommendation of the JLC co-chairs to create sub-committees to further legislative work or to address current legislative issues as needed.



**“Education is education. We should le  
path to follow. Education is neithe**

**–Malala**

# **NSBA, Pacific Region, and Other National Positions**

## Process for Declaring Candidacy

- Candidates for any NSBA or other national position should present a letter of support from their local school board to the executive committee.
- Any local school board member who has the desire to be elected or appointed to a NSBA position, or any other position representing USBA, should make it officially known and entered into the minutes of the board of directors meeting.
- The board of directors or executive committee determines the process for endorsement and financial support.
- In an unforeseen circumstance, USBA Officers have authority to authorize a member to run for an open position.
- Board Member elected to National Position
- The association expects periodic reports from those elected to national posts such as national committees, Pacific Region leadership, NSBA board of directors, NSBA leadership .
- Board members serving nationally are ex-officio members of the USBA Board of Directors and are entitled to a voice and a vote in the USBA Board of Directors meetings during the term of their national position.

## Board Member elected to National Position

- The association expects periodic reports from those elected to national posts such as national committees, Pacific Region leadership, NSBA board of directors, NSBA leadership .
- Board members serving nationally are ex-officio members of the USBA Board of Directors and are entitled to a voice and a vote in the USBA Board of Directors meetings during the term of their national position.

Learn everything and then choose which  
is Eastern nor Western, it is human.”

Yousafzai

## USBA Representatives to Outside Associations and Boards

Any representative, required by an outside association or board, shall be appointed or promoted by the USBA board of directors.

### **Utah Rural Schools Associations (Rural Schools)**

The rural school districts in the state of Utah have been divided into four regions, each served by a regional service center. These regions are governed by a board of directors. Regional boards make decisions affecting rural schools. They work with the state board of education, the Utah Education Network, and the Utah Technology Network on rural issues and projects as well. They plan an annual Rural Schools Conference which is held in rotating cities each July.

### **Advocates for School Trust Lands**

Advocates for School Trust Lands, help states honor their historic commitment to optimize revenues from school trust lands and manage their permanent funds as an ever-growing, sustainable source of education funding.



“Learning is an ornament in prosperity, a refuge in adversity, and a provision in old age.”

—Aristotle

# Financial and Budgeting Process

## Process for Annual Budget

1. The executive director prepares a proposed annual budget and other financial recommendations. The executive director consults
2. with the finance committee on the proposed budget recommendations.
3. The finance committee presents the annual budget recommendations to the executive committee for review and approval. The executive committee is responsible for administering the property, funds, and business affairs of the association. (See Bylaws Article V, Section 1)
4. The executive committee presents the proposed budget to the board of directors for approval. The board of directors has supervision, control and direction of the affairs of the Utah School Boards Association and is responsible to set the association’s dues, adopt its budget, and has discretion in the disbursement of the association’s funds. (See Bylaws Article IV, Section 7)

The executive director shall consult the finance committee of the association prior to submitting recommendations pertaining to the investment of association funds. Revenue is created through:

- Membership dues from participating school districts (See Articles of Incorporation of the Utah School Boards Association, Article VIII)
- USBA Member Services, which include health insurance, risk management, and several other companies working under the USBA business umbrella. The USBA Executive Director serves as the chair of each company’s governing board.

## Reimbursement for Expenses

USBA board members should submit the “Utah School Boards Association Expense Reimbursement” form for reimbursement. The form will be distributed by email and at each qualifying meeting to expedite reimbursement to members. Members should fill out, sign and submit the forms at the end of the meeting. Board members are encouraged to deposit reimbursement checks within 10 days of receipt. For tax purposes reimbursements to USBA board members are non-taxable due to laws governing reimbursements for time and travel.

Reimbursements shall be as follows:

Meetings: Maximum of one meeting of any type reimbursed per day

- Board of directors and executive committee.....\$60.00 each
- Committee Meetings.....\$30.00 each

## Travel

- If a USBA board member is on USBA board business a travel allowance of \$.50 per mile to and from meetings is approved.
- If a USBA board member is traveling to the same event for their own local board, the local board is responsible for the reimbursement.
- Other costs associated with performing duties require prior approval, and that all receipts are submitted.

## Hotel

- Lodging expenses and location must be pre-approved by the executive director and are usually pre-paid by USBA for traveling members.

## Food (out of state travel)

- Set annually on June 30 per IRS Standards of per diem for away from home, overnight travel.





**“Education is one thing no one can take away from you.”**

**—Elin Nordegren**

# The Professional and Support Staff of the Utah School Boards Association

The professional and support staff members of the Utah School Boards Association are assigned the responsibility of providing support necessary to enable the association to conduct its business and activities in a proper and effective manner.

The executive director assigns individual staff members their duties and responsibilities and supervises their work activities. Staff members are accountable to the executive director.

While each employee will assume their individual responsibilities as assigned, the entire employee group functions as a team in assisting each other and the officers and board of directors to achieve adopted association goals and objectives. Effective participation in program planning and in the implementation of association activities is the responsibility of each team member who will also strive to promote an atmosphere of respect, friendliness, and cooperation wherever association business and activities are conducted.

## USBA Executive Director—full time

### **Accountability**

The executive director is accountable to the executive committee and the board of directors of the Utah School Boards Association. Position is funded by Member Services.

### **Nature of the Position**

The executive director is the chief executive of the association and the individual to whom is assigned the responsibility for providing leadership to the association and the effective implementation of its bylaws, for its policies, programs, and for the administration of its support staff.

### General Performance Expectations of the Executive Director

- Prepare and submit to the executive committee and the board of directors recommendations relative to all aspects of the functions and operations of the association.
- Keep the executive committee and the board of directors abreast of issues and challenges confronting the association.
- Develop, in cooperation with the president of the association, agendas for meetings of the executive committee, the board of directors, and the total membership of the association when that body meets in general session.

- Maintain the necessary liaison with all established regions of the association through various channels of communication.
- Initiate and maintain appropriate liaison with those agencies throughout the state of Utah whose efforts are dedicated to the improvement of the quality of public education.
- Provide leadership in the implementation and updating of the adopted goals of the association.
- Assist the association membership to increase its effectiveness in the governance of the various Utah school districts through the implementation of appropriate professional development activities.

## Specific Performance Expectations of the Executive Director

1. Program Development and Implementation
  - a. Develop and implement pre-service education programs for newly elected school board members and a variety of suitable professional development training programs for all association members.
  - b. Conduct needs assessment studies for the purpose of identifying pertinent and appropriate areas for the development of programs which will enhance the quality of school district governance and leadership in general.
  - c. Supervise and monitor various programs and services covered by the association.
  - d. Maintain an appropriate balance between educational and member service activities for association members.
2. Budget and Finance
  - a. Prepare, in consultation with the finance committee of the board of directors, the annual budget for the consideration and adoption by the board of directors.
  - b. Expend association funds in conformance with regulations established by the board of directors.
  - c. Keep the executive committee and the board of directors fully informed concerning programs and other related matters which affect association members and support staff.
  - d. Consult with the finance committee of the association prior to submitting recommendations pertaining to the investment of association funds.
3. Secretary – Treasurer Duties
  - a. Assign a staff member to record the minutes at meetings of the executive committee, board of directors, and the general body of the association when it meets in general session.
  - b. Maintain in a secure place the approved minutes of meetings of the executive committee, the board of directors, and of the general body of the association.
  - c. Maintain accurate and thorough records for the association including financial accounts, business and property records, and personal records.
4. Personal Management
  - a. Recommend to the executive committee the employment, salary, and other contract provisions for association support members.
  - b. Prepare job descriptions and performance expectations for each association staff member and communicate clearly to each employee his/her duties and responsibilities.
  - c. Supervise the work and activities of the association staff members and annually evaluate the performance of each.
  - d. Provide suitable programs of inservice training for staff members, as these are perceived to be needed.
  - e. Recommend to the executive committee of the board of directors personnel action or termination of staff members employed by the association.
  - f. Organize the staff for effective and productive performance.
5. Change of Rules and Regulations
 

Recommend the addition of new regulations modifications, or deletion of current regulations. All such recommendations made by the executive director, or individual members of the board of directors, are to be reviewed by the board of directors in a scheduled meeting and may be voted on and adopted by a simple majority of the board membership in a subsequent meeting.

## USBA Associate Executive Director—full time

### **Accountability**

The associate executive director is accountable to the executive director of the association. The position is funded by Member Services.

### **Nature of the Position**

Under the direction of the executive director, assumes managerial responsibilities for USBA Member Services and performs other duties as assigned by the USBA Executive Director. As an administrator of the association, the associate executive director will continually and effectively translate the association philosophy goals, bylaws, and objectives into activities that directly benefit the members of the association.

## USSA Executive Director and USBA Associate Executive Director—full time

### **Accountability**

The associate executive director is accountable to the executive director of the association. The position is funded by Utah School Superintendents Association (USSA) dues.

### **Nature of the Position**

Under the direction of the executive director, assumes administrative responsibilities for the legislative activities of the association. Fulfills the responsibilities assigned by the Utah School Superintendents Association (USSA), acts as a liaison between USBA and USSA, and performs other duties as assigned by the USBA Executive Director. As an administrator of the association, the associate executive director will continually and effectively translate the association's philosophy, goals, bylaws, and objectives into actions which directly benefit the members of the association.

## Office Manager—part time

### **Accountability**

The Office Manager position is accountable to the executive director. The position is funded by Member Services.

### **Nature of the Position**

Under the direction of the executive director, the office manager performs a variety of clerical and support work involving both specific routines and broadly defined policies and procedures, greets and interacts with the public, works cooperatively with staff, board of directors, and performs other related duties as assigned.

## Communications and Website Manager – full time

### **Accountability**

The communications manager works under the supervision of and reports to the executive director. Position is funded through Member Services.

### **Nature of the Position**

The communications manager oversees the USBA websites, creates and oversees USBA member communications, oversees social media sites on behalf of the association, maintenance of the association IT system, assists with promoting USBA member services, and assists with professional development training and programs.







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