



THE PROFESSIONAL LEARNING ASSOCIATION

KANSAS

Excellent Teaching, Learning, and Leading Every Day

Learning Forward Kansas

Foundational Documents Policies and Procedures

Final Approval September 26, 2019



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KANSAS

LEARNING FORWARD KANSAS POLICIES AND PROCEDURES

TABLE OF CONTENTS

I. LEARNING FORWARD KANSAS MISSION AND BELIEFS.....	3
II. GOVERNANCE POLICIES.....	4
III. MEMBERSHIP POLICIES.....	14
IV. PROGRAMS, SERVICES, and PROCEDURES.....	15
V. BOARD MEETING PROCEDURES.....	16
Appendix.....	19

NOTE: All Board Members have access to the LFKS Google Doc Folder for Board of Directors Chart, forms (including vouchers), contact lists, and current working documents. Contact the Executive Director, President, or Secretary if you do not have access.

I. LEARNING FORWARD KANSAS Mission and Beliefs

These support the vision and beliefs of Learning Forward

Our Vision:

Excellent Teaching, Learning, and Leading Every Day

Our Mission:

Learning Forward Kansas builds the capacity of educators to establish and sustain highly effective professional learning.

Our Beliefs:

1. Educational leaders include teachers, teacher leaders, and building and district administrators.
2. Professional learning that improves educator effectiveness is fundamental to student learning.
3. All educators have an obligation to improve their practice.
4. Students are successful when educators assume collective responsibility for student learning.
5. Successful educators create and sustain a culture of learning.
6. Effective learning systems commit to continuous improvement for all adults and students.

Strategic Priorities Overview

The Standards for Professional Learning defines the elements essential to educator learning that leads to improved practice and better results for students. Learning Forward Kansas' strategic plan is designed to advance the standards both in Kansas and within local districts. Working simultaneously to serve the members of the organization and influence the wider education field, Learning Forward will focus on the three priority areas below.

- ❖ **Standards and Impact:** Learning Forward Kansas supports standards and examines evidence to strengthen and document the impact of professional learning.
- ❖ **Leadership and Practice:** Learning Forward Kansas builds the capacity of its educational leaders, members, and partners, to establish, support, and sustain effective professional learning.
- ❖ **Advocacy and Policy:** Learning Forward Kansas advocates policies and practices that strengthen professional learning for all educators.

II. GOVERNANCE POLICIES

Board of Directors

The Board of Directors of Learning Forward Kansas consists of the elected officers, the immediate Past President, and the twelve elected Board members. Additional ex-officio members include the Executive Director, the Treasurer, the Communications Coordinator/Registrar, one representative each from K-NEA, KSDE and other designated ex-officio positions as needed.

Responsibilities of Board members

Board members shall:

1. **Attend** Board of Directors meetings, including the Summer Advance
2. Formulate a deep understanding of the **Standards of Professional Learning** and what effective professional learning looks like.
3. Establish **policies** and procedures for Learning Forward Kansas.
4. Review and approve the **annual budget**. The Executive Board will develop a proposal.
5. **Annual Conference**- Participate in the planning, organization, marketing and attending the conference.
6. Actively contribute to the annual **goals** of Learning Forward Kansas.
7. **Advocate** for/Model quality professional learning.
8. **Support** other learning events hosted by LFKS.
9. **Hiring Staff (Paid Positions)**
 - **Help establish expectations and criteria**
 - **Approve selection of staff**
 - **Executive Director**
 - **Registrar**
 - **Communications**
10. **Promote** membership and professional learning opportunities

Policies Regarding Board membership

Travel, reimbursement, and salaries will be determined annually based on current budget and approved by the Board of Directors.

Criteria for Candidacy for Board members

1. The candidate is an **individual** *Learning Forward Kansas* member.
2. The candidate is associated with the field of education.
3. The candidate is or will become a member of *Learning Forward* and retain current membership throughout his or her tenure on the *Learning Forward Kansas* Board of Directors.

Spring Election Process for Board of Directors

1. By March 1st, the Past President and Executive Director will collaborate to develop a proposed slate of Board Members/Officers for election in April.
2. The proposed slate will be presented to the Executive Board prior to the March meeting.
3. Members will be sent an email to vote on the slate of candidates.
4. At the May Executive Board meeting, elections will be certified.
5. Names of the newly elected Board members will be announced in the May newsletter and shared on our website.

Board Members Membership and Terms will be updated by the Advance by the Registrar/Treasurer. This document can be found in the LFKS Google Doc Folder. The Secretary will monitor access to LFKS Google docs for new and existing board members by July 1st.

Board of Directors Meetings

Meeting Opportunities

Four Board of Directors Meetings are scheduled each year (September/Fall, LFKS Annual Leadership Conference, Spring) plus the yearly Advance (Planning Retreat) in June.

Who Attends:

1. All elected board members, ex-officio members, officers, and staff (as needed) attend Board of Directors Meetings.
2. All newly elected candidates are invited to attend the board meeting held during the Annual Leadership Conference as guests.
3. Newly elected Board members and officers officially take office during the Summer Advance.
4. Board members and officers will mentor newly elected members during this interim.

Summer Advance (June of each year)

Both outgoing and new officers and Board members attend the Summer Advance, and new members assume their duties during the Summer Advance. Appropriate materials are turned over at the Advance.

Officers and Responsibilities

Officers of Learning Forward Kansas consist of the **President, President-elect**, immediate **Past President, Secretary**, and **Treasurer**.

The President shall:

- **Chair** Board of Directors meetings.
- **Chair** Executive Board meetings.
- **Prepare** Board meeting agendas in collaboration with the Executive Director.
- **Facilitate** communication among Board members and between Board members and the Executive Director, before and following board meetings or as needed.
- **Respond** to external requests for information regarding *Learning Forward Kansas*.
- **Appoint** committees, as appropriate.
- **Conduct** the business of *Learning Forward Kansas*.
 - **Ensure** implementation of the strategic plan.
 - **Design** and plan the Advance in collaboration with the Executive Board and Executive Director.
- **Ensure** that all committees are functioning in the designated manner.
- **Ensure** the annual review of policies and procedures occurs prior to the Advance.
- **Ensure** an audit is conducted at least annually.
- **Provide** for a farewell, remembrance, etc. during the Summer Advance for any officers or Board members who have completed his/her term.

The President-elect shall:

- **Chair** Board meetings in the absence of the President.
- **Assume** other responsibilities at the request of the President.

- **Attend** all Board of Directors and Executive Board meetings, conference calls, or virtual meetings. (approximately 10 meetings a year).
- **Co-plan** the Board meetings in order to facilitate the transition for his or her presidential term.
- **Provide** for a farewell, remembrance, etc. during the Summer Advance for the Outgoing President.
- **Act as an Ex-Officio Member** of the Annual Leadership Conference Committee, and any other learning opportunities or programs offered by *Learning Forward Kansas*.

The Secretary shall:

- **Maintain** a current and up-to-date record of all Executive Board meetings, Board of Directors meetings, and Annual Member Business meeting.
- **Maintain** a current record of attendance at Executive Committee and Board of Directors meetings.
- **Send** copies of Executive Board and Board of Directors minutes within 7 days of the meeting to appropriate members. Make corrections as needed and upload them to Google folder.
- **Attend** Executive Board and Board of Director meetings and other meetings as requested by the President or Executive Director.
- **Provide** correspondence when appropriate and requested by the President or the Board.

The Treasurer shall:

Communicates regularly with the Registrar on payment information (event registration/membership)

Accounting:

Ensure Taxes & Reports for IRS/State of Kansas are completed

- **Prepare** and file appropriate quarterly and/or annual forms with IRS and State of Kansas in a timely manner as prescribed by law
- **Prepare** Tax Information and collaborate with tax accountant, if necessary, to file Form 990 with the IRS before the deadline
- **Prepare**, file and pay fees for Not-for-Profit Organizations Annual Report with Kansas Secretary of State

Ensure Payroll Taxes withheld and paid

- **Ensure** that all employees are paid on time and accurately
- **Withhold** and pay appropriate Federal taxes based on IRS regulations as well as State of Kansas withholding taxes as applicable.
- **Pay** employer taxes; Pay LFKS portion of taxes including Social Security and Medicare
- **Ensure** Preparation and distribution of 1099s, **W-2's and W-3's** to vendors/employees as appropriate and **file with IRS and State of Kansas**

Budgeting

- **Prepare** in cooperation with Ex Board and manage the annual budget, and ensure that board activities adhere to the budgeting policies
- **Prepare**, monitor and review the budget, revenue, and expenses on a regular basis to ensure that the budget is in keeping with sound financial practices.
- **Establish** line items of accounts for expenses and revenue, and assign entries to proper accounts.

Other:

- **Assist** with the year end audit conducted by the Audit Team
- **Maintain** all bank accounts and conducts internal accounting audit reviews regularly to maintain accurate and up to date records
- **Submit** Affiliate's financial balance sheet to Learning Forward annually through Executive Director.
- **Perform** other tasks as directed by the President, Executive Board, or Board of Directors.

Bookkeeping:

- **Maintain** accurate computerized bookkeeping records and makes bookkeeping decisions in accordance with established policies and regulations.
- **Maintain** accurate ongoing balance of the books, ensuring that all income and money spent is accounted for and assigned to the appropriate account.
- **Develop** and maintain a filing system of all Claim Vouchers submitted and approved.
- **Maintain** a filing system of all deposits made including bank receipts of such deposits.
- **Transact** business through a Board approved bank or other financial institution
- **Disburse** funds and pay Claim Vouchers promptly as submitted by Payee and approved by the Executive Director in accordance with LFKS Reimbursement policy and bylaws. When reimbursing a board member for expenses carefully scrutinize accuracy of claim vouchers as per LFKS reimbursement policy to ensure accuracy in following procedures.
- **Collect and Deposit** all monies submitted to LFKS. Work with Registrar in this process to track registration payments.
- **Reconcile** bookkeeping records with monthly bank statements.

The Past President shall:

- Provide support and guidance to the President
- Have an active role in recruiting and filling open Board positions in collaboration with the Executive Director and Ex Board.
- Participate in Ex Board and Full Board meetings.

The Executive Board

The Board officers, Past President, and staff (Executive Director, Registrar and Communications Coordinator) form the *Learning Forward Kansas* Executive Board. Other members may be appointed or asked to attend by the President and/or Executive Director.

The **responsibilities** of the Executive Board are to:

- **Convene** as a Board prior to each regular Board of Directors' meeting to validate the draft agenda prepared by the President and make recommendations for conducting the business of LFKS
- **Examine the goals, policies and practices** of the organization to ensure progress toward accomplishing the mission of the organization.
- **Ensure** the goals and work of LFKS is relevant and marketed to Kansas Educators.
- **Enhance communication** within the Board and between the Board and various committees regularly.
- **Conduct periodic reviews** of the Constitution, Policies and Procedures to ensure the smooth operation of the organization.
- **Conduct an annual performance appraisal** of the Executive Director.
- **Conduct an annual performance appraisal** of the Registrar
- **Conduct an annual performance appraisal** of the Communications Coordinator.
- **Record Executive Board actions** by keeping minutes.

Ex-officio Board Members

Ex-officio members of the Board of Directors are invited to attend all Board meetings and functions. They will receive Board agendas, minutes of all meetings, and will be responsible for reporting to the Board of Directors at each meeting as necessary. Ex-officio Board members may also request specific agenda items to be placed on the agenda for each Board meeting. Ex-officio members, however, have no formal vote. The following persons are deemed **Ex-Officio members of the Board of Directors**:

- Executive Director
- Registrar
- Communications Coordinator
- Leadership Conference Chairperson (unless this person is already an elected board member)
- Leadership Conference Chairperson-Elect (unless this person is already an elected board member)
- Kansas National Education Association (KNEA) representative
- KSDE representative

*If a standing committee or stand alone committee is not chaired by an elected Board member, the chairperson of the committee may be appointed to the Board of Directors as an ex-officio member by the President.

Staff

Staff of Learning Forward Kansas consists of **the Executive Director, Registrar and the Communications Coordinator**

The three staff members are in service to the President, and the Board of Directors as directed by the policies, procedures, and decisions of the Board in implementing the essential functions per the Constitution and Bylaws of LFKS.

Executive Director

Responsibilities and Essential Functions:

- Actively advocates and promotes Learning Forward Kansas
- Facilitates the implementation of a vision for the future of Learning Forward Kansas
- Represents LFKS opinions and priorities to KASB, KSDE, State Legislature and the general public either by written testimony and/or verbal testimony
- Builds strong relationships and partnerships with educational organizations, educators and elected officials
- Collaborates with professional organizations to create high quality professional learning opportunities for educators
- Represents LFKS at various meetings within the organization, state, and national level
- Promotes opportunities for increasing membership
- Utilizes technology to support LFKS
- Effectively leads the business of LFKS
- Completes administrative duties of the organization accurately and in a timely manner
- Oversees the Negotiation of the contract and management of the logistics of all professional learning events

- Provides continuity and coordination among various conferences, meetings, programs, and activities of the organization
- Mentors president and board members for successful leadership
- Provides assistance in the activities of various LFKS committees
- Authorizes expenditures for the Treasurer and assists with building the budget.
- Assists with the communications for the organization including: content, proofing and distribution of LFKS publications and other materials
- Represents the purpose and beliefs of LFKS in external and internal meetings
- Serves as the official liaison to Learning Forward and submits the annual report
- Serves as continuing liaison to KS Learning First Alliance.
- Represents the affiliate in interactions with other agencies and organizations.
- Arranges for and attends all regularly scheduled Board of Directors meetings
- Performs other tasks as directed by the President or Board of Directors

Registrar

Communicates regularly with the Treasurer on payment information (event registration/membership)

Event Registration:

- **Creates** registration page/link on website
- **Communicates** with event planners regarding registrations
- **Receives** registration and payment
- **Deposit** registration payments in bank
- **Ensures** all collections have been made

Membership:

- **Collect** member dues from new and renewal members and record detailed records of membership.
- **Update** website membership database as membership applications are received and work with Communication Coordinator when corrections need to be made and to ensure membership emails are up to date.
- **Send** out “Learning Forward Kansas Welcome” and “Thank You for Rejoining” notifications to members via email..
- **Payments:**
 - **Deposit** all membership payments in the bank.
 - **Utilize Paypal** as a payment source for online membership applications. Transfer, deposit and track Paypal payments as they occur.

Communications Coordinator

Communicates regularly with the Registrar and Treasurer on payment information (event registration/membership)

Responsibilities and Essential Functions:

- **Collaborates** with LFKS Board and LFKS members to plan for and secure content for Learning Forward Kansas publications and the website.
- Sends emails to current and former members as directed by the Executive Board, Executive Director, or Board of Directors.
- **Edits** content and designs layout for- all publications and the website.

- **Interacts** with the Executive Director and President to facilitate the management and preparation of all printed materials for LFKS sponsored activities and items for the website.
- **Shares** responsibility (by working with the Webmaster and Executive Director) for updating and maintenance of the website.
- **Assists** in updating the organization's social media pages as needed.
- **Provides registration materials** for Learning Forward Kansas sponsored events as needed.
- **Attends** scheduled Board of Directors meetings as needed.
- **Performs** other tasks as directed by the President, Executive Board, or Board of Directors
- **Makes recommendations** to the annual budget for Communication and Website expenses.

Evaluation of Staff

- The performance of the Executive Director, Registrar, and Communications Coordinator for the preceding fiscal year is assessed by the Executive Board annually in May.
- Annually review/negotiate contract for each position.
- Board members' concerns with the performance of the Executive Director, Registrar and/or Communications Coordinator will be communicated to him or her by the President in a timely manner.

Learning Forward Kansas Annual Internal Audit Guidelines/Checklist

Essential Items to Complete

1. **Randomly select** approximately 10% of deposit slips for the year and trace through the bank statements and check register to account for all funds received.
2. **Examine all sources of income** and randomly verify payments to deposits made and/or check register details to ensure monies were collected and recorded properly.
3. **Examine membership list** and randomly check 5% to 10% of members to dues payments recorded in check register for integrity of list and that monies were collected and recorded properly.
4. **Examine the latest month of check register/bank statement** and trace totals to general ledger by account. Spot check entries back to deposits and checks written.
5. **Randomly select vouchers** of expense account reimbursements (line items), travel expenses, etc. to/for officers and members for, accuracy, timely submission, proper documentation and approvals.
6. **Randomly select 5% to 10% of checks written and vouchers** of travel expense paid during the year and trace back to billings, vouchers, expense accounts (line items), conference fees, etc. to verify integrity of payments made (accuracy, legitimacy of payments, and timely settlement) and examine for justification according to LFKS policy, proper authorization, timely submission and correct reimbursement procedures.
7. **Examine all liquid asset balances** (primarily cash and investments) on the balance sheet to actual statements from institutions holding such funds. Randomly select several statements and search for unusual activity. Verify withdrawals from investment accounts to the check register, general ledger and bank statement.
8. **Check bank reconciliations checked for timeliness** and the auditor(s) should reconcile the latest bank statement independently and verified to books. One other statement (more if needed, or if the

original is performed by check signers) should be randomly selected then reconciled and verified to books.

9. **Examine blank check stock for sequential numbering integrity** and compare to latest check register and voided checks to account for all pre-numbered checks.
10. **Examine all Federal, State and Local tax returns and reports** for timeliness in filing and accuracy of reporting. Verify physical existence of other assets.

Optional Items to Audit if Audit Team Deems Appropriate

1. Examine advance payments made (if any) for propriety and follow paper trail accounting for proper use, approval, recording and timely settlement (clearing) of advance.
2. Verify physical existence of other assets.
3. Check compliance with all policies, programs and procedures set out in organization bylaws.
4. Verify that all organizational operations are consistent with state and federal laws governing LFKS as a not-for-profit organization.

See Appendix on p. 20 for Audit Checklist.

Professional Learning Incentives

Incentives for those in Leadership Roles

Expenses for conferences and other incentives will be reviewed annually for approval by the Board of Directors based on the availability of funds and need. These expenses will be allocated in the annual budget if approved.

Incentives for All Board members for Regular Meetings

Expenses to reimburse members for meeting attendance and other incentives will be reviewed annually for approval by the Board of Directors based on the availability of funds and need. These expenses will be allocated in the annual budget, if approved.

Budgetary Policy

Budget Building:

Each spring the budget is built to be presented for approval at the Summer Advance with the following guidelines in mind:

- Each Board member/committee chair may provide written input for his/her needs for the coming fiscal year during the budget development process.
- Throughout the fiscal year the Treasurer, Executive Director, and President collaborate on how the budget is functioning in practice and make recommendations to the Board as needed.
- If the final budget is not approved at the Advance, the Board of Directors will adopt a preliminary budget before July 1 giving authority for expenditures between that time and the fall Board meeting.
- Final budget approval, if not accomplished in June, is completed at the fall Board of Directors meeting.
- Each year the Board may include a contingency line item not to exceed 2% of the total budget that may be used upon Board of Directors action at any meeting during the year if money is available.
- Board policy requires that the minimum carryover amount be 12% of the previous F.Y. budgeted expenditures or \$4000 whichever is greater.

Spending Policy

- Reimbursements are approved if they follow Board policy, are a part of the Board Adopted Budget, or become part of Board approved activities.
- The only **limitations** on spending include:
 - The minimum overall balance of required carryover must be maintained.
 - Board sets specific limitations within line items when they approve policy, i.e. Board Staff Development per individual Board member.
 - Any overall line item is set when the Board approves a line item for an activity or committee when it approves the budget. The exception would be for activities that depend on attendance.

Procedure for Reimbursement/Payment for Services

1. **Individual Reimbursement:** Members shall use a **Learning Forward Kansas Claim Voucher** (See LFKS Google Doc Folder) and complete with **original** receipts attached. (If the individual is not a Board member or committee chair, he or she should have the appropriate Board member sign the voucher).
2. **Invoice Payments:** Individuals who have invoices for approved activities/expenses shall complete a voucher and attach the invoice.
 - Approval for activities or expenses should occur prior to the expense.
 - Approval for activities or expenses must be made by one of the following: Executive Director, President, or by a vote of the Executive Board or Full Board of Directors.
 - If prior approval is not secured before the activity/expense is incurred the voucher may or may not be approved for payment.
3. The voucher is sent to the Executive Director who will review and, upon approval, forward the voucher to the treasurer for payment.
 - a. When the Executive Director wishes reimbursement, the voucher request is to be completed as per policy (see above, 1.&2.) then sent to the Treasurer for approval and subsequent payment.
4. The Treasurer will write a check for the amount of the voucher and send it to the party requested to be paid in a timely manner.

In addition:

- The Treasurer will write all checks, monitor the budget, and provide financial reports on a regular basis.
- The Executive Director is responsible for approving overspending of any Board adopted budgeted line item when there are no board limitations on a specific line item.
- Additional expenditures not allocated in the budget must be approved by action of the Board.

Savings Level and CD Purchase:

The Board will review the balance at the end of the fiscal year and receive a recommendation from the Treasurer and Executive Director.

Refund Policy: Policy is to be posted on the website.

Cancellations must be received one week prior to an event to avoid being billed for the full registration amount.

Affiliation with Learning Forward

Kansas is an affiliate of Learning Forward. KSDC (now dba Learning Forward Kansas) gained formal affiliate status at the Chicago Annual Conference in **December 1988**. For affiliate status the following **criteria** must be adhered to:

- Learning Forward Kansas must subscribe to the mission, beliefs, and goals of Learning Forward.
- Learning Forward Kansas cannot be an affiliate of another organization.
- The elected officials, designated leaders, and the contact person must be individual members of **Learning Forward**.
- The affiliate must have adopted a constitution, by-laws, or other written document, which specifies its mission, goals, activities and operation procedures.

Affiliate Obligations: (usually provided by Executive Director)

- Provide Learning Forward an **annual report** of the affiliates activities and/or our strategic plan.
- Provide Learning Forward with a current **list of affiliate membership**.
- Display the **Learning Forward logo** and statement regarding affiliation on all official publications and letterhead.
- Display Learning Forward membership **brochures, sample publications**, and description of Learning Forward services/products at major affiliate events.

Learning Forward Affiliates Meeting

LFKS will be represented at the Summer Affiliate Meeting by the Executive Director, President, and President-Elect. Expenses will be paid according to LFKS policy as allotted if money is available.

Representation of Learning Forward Kansas

Only the President (or his or her designee) and the Executive Director may publicly represent positions of the Board.

Learning Forward Kansas Board Representation:

Kansas Learning First Alliance (KLFA).

Learning Forward Kansas is one of the founding organizations of the *Kansas Learning First Alliance*. This affiliation provides Learning Forward Kansas with the opportunity to extend its mission to other organizations within Kansas and other states. Each organization aims to advance student learning. KLFA has identified professional learning as one of their primary goals.

The Executive Director and one other Board Member will represent Learning Forward Kansas by regularly attending meetings, reporting the information of mutual significance, and cementing the connections that will advance the shared interests of both organizations.

III. MEMBERSHIP POLICIES

Types of Memberships

- **Individual** - Members receive communication and updates from LFKS regarding topics of interest to professional learning. Individual members are eligible to hold office, nominate people for awards, and vote. Individual dues are **\$25 per year**.
- **Agency** - Any agency, such as a school district central office, a university department, a service center, or a state agency is eligible for membership in Learning Forward Kansas. Agency Members receive communication and updates from LFKS regarding topics of interest to professional learning. Staff members of the agency who are not staff members at an individual school may attend conferences and workshops at the membership rate, but are not eligible for elected positions unless they have an Individual Membership.. Agency dues are **\$50 per year**.
- **Building** - Any school building is eligible for membership in Learning Forward KS. Building Members receive communication and updates from LFKS regarding topics of interest to professional learning. Building Staff receive the member rate for conference registrations but are not eligible for elected positions unless they have an Individual Membership.

First Year Teacher/Pre-Service Student Teacher

Members receive communication and updates from LFKS regarding topics of interest to professional learning. Not eligible to hold an office. Cost: FREE for one individual.

Membership Year and Dues Notification:

- The **membership year** is July 1- June 30. Dues notices are emailed to all current members in the summer of each year.
- The Executive Board will monitor the effectiveness of each solicitation for membership to assess which methods and/or strategies to continue.
- For any LFKS Learning Event, all who register become a member of LFKS or receive a discounted registration if they are already a member.

Membership Procedures:

- Members may complete the membership form and pay (through PayPal) on line or mail a completed membership form and check to the Treasurer. The Treasurer adds the member to the database and emails a welcoming correspondence.

IV. PROGRAMS, SERVICES, and PROCEDURES

Long Range Planning

The Learning Forward Kansas strategic plan/action plan will be developed annually at the Summer Advance so that both outgoing Board members and new Board members will be a part of the process. The plan will be followed and monitored throughout the fiscal year. The evaluation will focus on the goals and strategies

The Summer Advance

The annual Summer Advance involves the entire Board, new Board members, and Board officers. The focus of the Advance will be to develop the capacity of participants as leaders of professional learning, create a strategic/action plan, and strengthen the relationships of board members. The Board will also set the budget during a short business meeting during the Advance.

Learning Forward Kansas Committees

Committees will be determined by the action plan and appointed by the President. Committee Chairs will be determined by the committee. Committee members are responsible for ensuring the completion of the actions they undertake and sharing their progress with the full LFKS Board at each meeting.

All publications will be reviewed and proofed by the Executive Director and the President or their designee.

Quality Procedures and Quality Control

- Learning Forward Kansas members shall **promote and model** quality professional learning in all activities sanctioned by the Board.
- Learning Forward Kansas will **promote and support** quality professional learning in all Kansas school districts and provide statewide leadership for the successful implementation of the Standards of Professional Learning.
- The Learning Forward Kansas Board will encourage the use of effective professional learning, including the Standards of Professional Learning that take audiences from knowing to doing.- In addition, follow-up evaluations will be conducted for feedback on participant perceptions of presenters' use of quality professional learning practices.

V. LEARNING FORWARD KANSAS BOARD MEETING PROCEDURES

(possible actions for the agenda)

Actions at Each Board Meeting, as appropriate

- Approve minutes of previous meeting
- Receive the Treasurer's report
- Reports from Ex-officio members
- Reports from Committee chairs or Action Teams

June Board Meeting/Advance

- Review/celebrate past year's accomplishments
- Honor members leaving the board
- Transition of old/newly elected Board members and officers
- Build relationships with members.
- Build the capacity of members in their understanding of the Standards of Professional Learning and as leaders of professional learning
- Receive recommendations from Executive Committee re: staff positions
- Approve Budget for next fiscal year.
- Develop Implementation Strategies for the Action/Strategic Plan for the upcoming year

September/Fall Working Meeting:

- Report on Membership Renewals
- Build the capacity of members in their understanding of the Standards of Professional Learning and as leaders of professional learning
- Continue work on Implementation Strategies for the Action/Strategic Plan
- Support the planning of the Annual Leadership Conference and other learning events

Fall Board Meeting

- Report on Membership
- Awards updates
- Report on the Annual Leadership Conference and other learning opportunities
- Constitutional/By-law changes considered, as appropriate

Leadership Board Meeting (Held in conjunction with the LFKS Annual Leadership Conference)

- Build the capacity of members in their understanding of the Standards of Professional Learning and as leaders of professional learning
- Update the work on Implementation Strategies for the Action/Strategic Plan
- Approve Annual Leadership Conference Chair-elect for the following year
- Approve national speakers/conference leader for Annual Leadership Conference for the following year

Annual Business Meeting (General membership meeting held in conjunction with the LFKS Annual Leadership Conference)

- Approval of previous Annual Business Meeting minutes
- Provide a Treasurer's report
- Announcements of upcoming events

Spring Work Meeting (March or April)

- Build the capacity of members in their understanding of the Standards of Professional Learning and as leaders of professional learning
- Review the LFKS Annual Leadership Conference
- Determine Next Year's Conference dates and theme
- Review and evaluate the Action/Strategic Plan
- Determine Goals for next fiscal year

Procedures for Effective Meetings

Learning Forward Kansas Group Norms

- To facilitate shared leadership and to maintain good, friendly relationships...Keep the focus on the mission and beliefs, relating issues back to mission.
- Build capacity of members to support professional learning.
- Use effective meeting strategies.
- Use jocularly - a norm of humor.
- Trust in the group process and support the group decision.
- Take time to celebrate. (The family that PLAYS together stays together.)
- Give appropriate feedback to encourage productive interaction.
- Speak the truth in kindness.

Learning Forward Kansas Approved Procedures to Use for Effective Meetings:

- Members wishing items to be brought up for discussion at a meeting should contact the appropriate committee chair, or make contacts with one of the officers in order to have the discussion brought to the full Board for attention.
- The President will prepare a tentative agenda for each Board meeting and share it with the Executive Board for their refinement prior to developing a final Board meeting agenda.
- The President or Executive Director will email each Board member and ex-officio member an agenda and link to the appropriate folder, at least one week prior to the Board meeting date.
- Board members will be given access to the agenda, minutes of the previous meeting, a Treasurer's report, completed recommendation for action forms for all action items on the agenda, as well as any appropriate background materials, action committee reports and ex-officio reports.
- Board members will be notified regarding documents, resources or information to bring, and any advance preparation that is required.

Meetings evaluated frequently to determine if the norms are being followed.

Shared Leadership

Learning Forward Kansas believes effective leadership results from the synergy created when several people with a common mission come together to engage in true dialogue. Leadership can be shared and expanded to produce its intended results. A commitment to shared leadership implies shared or collaborative decision-making. This means all members of the Board will have the opportunity to influence the decision but, ultimately, must be willing to go along with the shared decision.

Consensus Decision Making

- A good faith effort will be made to reach all Board decisions by consensus.
- Consensus means that everyone agrees what the decision should be. However, the LFKS President has the right to call for "sufficient consensus" when the Board is at an impasse and a timely decision is required. *(You will always get your say, but may not get your way.)*

Sufficient Consensus

Sufficient consensus means that after a dialogue about a particular issue has taken place and everyone has been given an opportunity to state his/her case and be listened to, if a small number of people are not in agreement, such disagreement **can not** hold up the vast majority from taking action.

Attributes of Effective Shared Leadership & Decision-Making:

All Board members and officers have an obligation to use best meeting practices to move effectively and efficiently toward its mission. As such, the following represents **an incomplete list** of strategies to use to affect both shared leadership and decision making:

- **Build trust**
 - Be personally attending - pay attention to others when they are speaking
 - Give feedback, demonstrating you are listening
 - Express thoughts without fear of criticism or judgment
 - Attend to conflict - avoiding conflict leads to defensive behavior; build trust.
 - Share influence and responsibility - leaving others out undermines trust
 - Use appropriate, constructive, timely humor.
- **Agree to disagree**
- **Rephrase** what others have said before expressing your ideas.
- **Invite participation.**
- **Listen actively;** avoid side conversations; seek first to understand.
- **Maintain focus** on the Learning Forward Kansas mission.
- **Stay on task** - establish friendly, humorous signal for off-task conversation.
- **Support the consensus decision.**
- **Agree no one talks about others, in a negative way, behind their backs.**
- **Use frequent consensus checks.**
- **Strive for conciseness** (self-monitoring).
- **Use conflict reducing strategies**
 - Ask for clarification
 - Seek underlying assumptions
 - Display disagreements with ideas not people

Appendix

LFKS Internal Audit Checklist - Annual

- ❑ Examine blank check stock for sequential numbering integrity and compare to latest check register and voided checks to account for all pre-numbered checks.
- ❑ Bank reconciliations should be checked for timeliness and the auditor should reconcile the latest bank statement independently and verified to books. One other statement (more if needed, or if original is performed by check signers) should be randomly selected then reconciled and verified to books.
- ❑ Randomly select approximately 10% of deposit slips for the year and trace through the bank statement and check register to account for all funds received.
- ❑ Examine the latest month of check register/bank statement and trace totals to general ledger by account. Spot check entries back to deposits and checks written.
- ❑ Examine membership list and randomly check 5% to 10% of members to dues payments recorded in check register for integrity of list and that monies were collected and recorded properly.
- ❑ Examine all sources of income and randomly verify payments to deposits made and/or check register details to ensure monies were collected and recorded properly.
- ❑ Randomly select 5% to 10% of checks written and trace back to billings, expense accounts, conference fees, etc. to verify integrity of payments made (accuracy, legitimacy of payments and timely settlement).
- ❑ Examine all liquid asset balances (primarily cash and investments) on the balance sheet to actual statements from institutions holding such funds. Randomly select several statements and search for unusual activity. Verify withdrawals from investment accounts to the check register, general ledger and bank statement.
- ❑ Verify physical existence of other assets including fixed assets and supplies.
- ❑ Randomly select expense account reimbursements, travel expenses, etc. to/for officers and members for accuracy, timely submission, proper documentation and approvals.
- ❑ Examine all Federal, State and Local tax returns and reports for timeliness in filing and accuracy of reporting.
- ❑ Examine travel and other advance payments made for propriety and follow paper trail accounting for proper use, approval, recording and timely settlement (clearing) of advance.
- ❑ Select 5% to 10% of travel expense vouchers paid during the year and examine for justification according to KSDC policy, proper authorization, timely submission and correct reimbursement procedures.
- ❑ Check compliance with all policies, programs and procedures set out in organization bylaws.
- ❑ Verify that all organizational operations are consistent with state and federal laws governing KSDC as a not-for-profit organization.