

# REGION VII HEAD START ASSOCIATION

The Region VII Head Start Association promotes and supports the effectiveness of Head Start Associations and members to ensure quality services for children and families.



**Handbook**  
Bylaws  
Procedures  
Meeting Protocol

Region VII Head Start Association  
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# Legal Description

NOTE: "Corporation" and "Association" used in this document are one in the same. Individual and group Membership is in the Association. Officers of the Corporation are the Members of the Board of Directors. The Board of Directors also has "officers" referred to as "titled officers".

All profit making endeavors of the Association will remain within the laws governing Not for Profit groups in Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal law)

Bylaws may be amended or repealed and new bylaws may be adopted by the affirmative vote of a simple majority of the directors then in office, provided that prior written notice has been given to all members of the Board of Directors of the proposed amendments at least fifteen days in advance of the meeting, and provided further that no such action shall be taken if it would in any way adversely affect the corporations qualifications under 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law).

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# BYLAWS

Revised 10/17/2005  
Adopted 01/10/2006

# **BYLAWS OF THE REGION VII HEAD START ASSOCIATION**

## **ARTICLE I NAME**

The name of the corporation shall be the Region VII Head Start Association (hereinafter referred to as "the corporation").

## **ARTICLE II HEADQUARTERS**

The principal headquarters of the corporation shall be located in Kansas City, Missouri, or such other place as the Board of Directors may designate from time to time.

## **ARTICLE III PURPOSES**

The corporation is organized and will be operated exclusively for advocacy, education, leadership, and partnership development purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal law). In furtherance of these purposes, the corporation will provide a regional forum for the continued enhancement of the status of children and families.

## **ARTICLE IV MEMBERS**

### **Section 1: Classes of members**

The corporation shall have the following classes of members: groups and individuals (individuals to include: Head Start parents, staff, directors, and friends).

### **Section 2: Dues**

The Board of Directors may determine from time to time the amount of annual dues, if any, payable to the corporation by members of each class.

## **ARTICLE V MEETINGS OF MEMBERS**

### **Section 1: Notice**

Meetings of members, regular or special, may be held within or without of Kansas City, Missouri upon not less than fifteen (15) days written or printed notice, delivered either personally or by mail, to each member entitled to vote at such meeting. Such notice shall state the special meeting and the purpose or purposes for which the meeting is called. Regular meetings shall be held at least once a year or more often as established by the members. Special meetings may be called by the President, Executive Committee or a quorum of the Board of Directors.

### **Section 2: Annual Meeting**

An annual meeting of the members shall be held for the transaction of any business that may be properly brought before the meeting.

**Section 3: Voting**

Unless otherwise specified in these bylaws, each current individual member of the corporation shall be entitled to one vote on each matter submitted to a vote for the members. Voting on all matters will be conducted in such a manner as the Board of Directors shall determine.

**Section 4: Quorum**

At all meetings, either regular or special, 51% of the members entitled to vote at such meeting, represented in person, shall constitute a quorum. Unless otherwise specified in these bylaws, the affirmative vote of a simple majority of the members entitled to vote and present at a meeting which a quorum is present shall be necessary for the adoption of any matter voted upon by the members.

**ARTICLE VI BOARD OF DIRECTORS****Section 1: Composition of the Board**

The corporation's affairs shall be managed by a Board of Directors composed of 16 (sixteen) directors. In addition, the immediate past president shall serve as an ex officio member of the Board of Directors.

**Section 2: Election of Directors**

The Board of Directors shall be elected in their states by their affiliated member State Associations. Each State Association shall choose 4 (four) directors, one from each class of individual membership (Head Start parent, staff, director, friend) of the corporation. If the State Association is not an affiliate of the Region VII Head Start Association (corporation), no board members will be seated on the Corporation's Board of Directors from said State.

**Section 3: Term of Directors**

Each director so elected shall hold office for a period of two years and until his/her successor is elected and qualified, or until such time as he/she is removed as provided in Section 4 of this Article, or until he/she resigns as provided in Section 6 of this Article.

**Section 4: Removal of Directors**

Any director may be removed with cause by an affirmative vote of 51% of the members of the Board of Directors at a meeting at which a quorum is present.

**Section 5: Vacancies**

In the event an affiliated state does not select Board members, the President, with the affirmative vote of the simple majority of other members of the Board of Directors, shall fill the vacancies.

**Section 6: Resignations**

If a member of the Board of Directors resigns before his/her term the replacement is chosen by the same process as outlined in Section 5 of this Article.

### **Section 7: Compensation**

Directors shall not receive any remuneration, compensation, or gifts for their services as directors of the corporation. Directors may be reimbursed for their expenses, if any, incurred in carrying out the purposes of the corporation, provided that such reimbursement in no way adversely affects the corporation's qualification under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States internal revenue law).

Directors shall not be compensated for their time and effort with the exception of the Parent Representative who shall be paid a stipend of \$75.00 per day while attending NHSA meetings as approved by the Region VII Head Start Association Board of Directors. Directors may be reimbursed for their expenses, if any, incurred in carrying out the purposes of the corporation, provided that such reimbursement in no way adversely affects the corporation's qualification under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States internal revenue law).

### **Section 8: President of the Board**

The President of the corporation shall serve as the President of the Board of Directors and shall serve in that capacity for the duration of his/her term as President. The President shall preside at all meetings of the Board of Directors.

### **Section 9: Duties of Directors**

Directors shall be responsible, among other duties, for (1) setting policy and overseeing the implementation of the policy by the officers, (2) approving all policy statements issued on behalf of the Association, (3) approving an annual budget, (4) ensuring fiscal and legal integrity of the corporation, (5) approving committee appointments composed of directors and/or members of the corporation, (6) regular attendance at Board meetings and Board sponsored events, (7) planning and carrying into operation such other measures as they deem proper and expedient to promote the mission of the corporation.

### **Section 10: Ex Officio Members**

The Board may determine from time to time that additional ex officio members, besides the past president, are invited to participate in Board meetings. The ex officio members have voice but no vote.

## **ARTICLE VII MEETINGS OF THE BOARD OF DIRECTORS**

### **Section 1: Notice**

Meetings of the Board of Directors, regular or special, may be held within or without of Kansas City, Missouri upon not less than fifteen (15) days notice to each director, either personally, by mail, telephone, fax or electronically. Unless otherwise specified in these bylaws, neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice of such meeting. Regular meetings shall be held at least quarterly or more often as established by resolution of the Board of Directors. Special meetings of the Board of Directors may be called by the President or by the written request of at least a quorum of directors. The place of the meeting shall be specified on the notice of the meeting.

### **Section 2: Annual Meeting**

An annual meeting of the Board of Directors shall be held each year for the transaction of such business as may be properly brought before the meeting. In addition, the Board of Directors may provide, by resolution, the time and place, either within or without of Kansas City, Missouri, for the holding of additional regular meetings.

### **Section 3: Quorum**

At all meetings of the Board of Directors, either regular or special, 51% of the directors then in office shall constitute a quorum. Unless otherwise specified in these bylaws, the act of a simple majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors.

### **Section 4: Action without a Meeting**

By common consent the Board of Directors can substitute conference calls, faxes, and/or other electronic media for a face to face meeting. Any binding actions must meet all other bylaw requirements.

### **Section 5: Telephone Meetings**

Unless otherwise provided in the Articles of Incorporation or these bylaws, any or all directors may participate in a meeting of the Board of Directors by means of conference telephone or by any means of communication by which all persons participating are able to hear one another. Such participation shall constitute presence in person at the meeting.

## **ARTICLE VIII COMMITTEES**

### **Section 1: Committee Meetings**

Board of Directors can appoint Committees as necessary. Committee meetings shall be conducted in such a manner as the Board of Directors shall determine. All committees will provide accurate records of acts and proceedings of all meetings that shall be kept by a member of each such committee and presented to the Secretary for the minutes.

## **ARTICLE IX TITLED OFFICERS**

### **Section 1: Titled Officers of the Corporation**

The officers of the corporation shall consist of a President, a Vice President, a Secretary, a Treasurer, and such other officers as the Board of Directors may elect.

### **Section 2: Election and Term of Titled Officers and NHSA Board Representatives**

The titled officers of the corporation and National Head Start Board members shall be elected from among the members of the Board of Directors by an affirmative vote of the Board. Each titled officer and NHSA Board member so elected shall hold office for a term of two years and until his/her successor shall have been elected and qualified, or until such time he/she is removed as provided in Section 3 of this article. The President may appoint three additional titled officers, which will be assistant secretary, assistant treasurer, and parliamentarian. The appointed titled officers will serve the same term of office as the elected titled officers listed in Article IX this Section. The assistant secretary and assistant treasurer shall assume the duties of the elected titled officer in their absence. The parliamentarian shall provide parliamentary and procedural

information and counsel upon request of the President, and perform other duties as assigned by the President.

**Section 3: Removal of Titled Officers and Agents**

Any titled officer or agent elected or appointed by the Board of Directors may be removed at any time for cause by the affirmative vote of a simple majority of the directors then in office.

**Section 4: Vacancies**

Any vacancy occurring in an office of the corporation may be filled by President of the Board by appointment and an affirmative approval vote of a simple majority of the directors then in office. Any officer so appointed to fill a vacancy shall serve the unexpired term of his/her predecessor in office.

**Section 5: Compensation**

No officer shall receive any remuneration, compensation, or gifts for his/her services to the corporation or in connection with his/her duties as such officer from the corporation or its suppliers.

**Section 6: Bonds**

The Board of Directors may by resolution require any titled officer, or employee of the corporation to give bond to the corporation, with sufficient sureties, conditioned on the faithful performance of the duties of his/her respective office or position, and to comply with such other conditions as may be required from time to time by the Board of Directors. The premiums for all such bonds shall be paid by the corporation.

**Section 7: Duties of the President**

The President of the Association shall serve as President of the Board of Directors, and shall see that all orders and resolutions of the Board of Directors are carried into effect.

**Section 8: Duties of the Vice President**

In the absence of the President or his/her inability or refusal to act, the Vice President unless otherwise determined by the Board of Directors, shall perform the duties of the President, and when so acting shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall be responsible for reviewing a current membership list and determine voter eligibility.

**Section 9: Duties of the Secretary**

The Secretary shall keep accurate records of the acts and proceedings of all meetings of the Board of Directors and of the members. He/she shall give all notices required by law and by these bylaws. He/she shall have general charge of the corporation's books and records. He/she shall keep a register of the Post Office address, telephone number, fax number, and e-mail address of each director and officer of the corporation which shall be furnished to the Secretary by each officer and director. He/she shall in general perform all duties incident to the office of the Secretary and such other duties as shall be assigned to him/her from time to time by the President or by the Board of Directors.

**Section 10: Duties of the Treasurer**

The Treasurer shall execute and/or review the disbursements of the corporation to ensure they are within the approved corporation budget and statutes governing the corporation. The Treasurer shall chair the Finance Committee, or its equivalent, of the Region VII Head Start Association with oversight responsibility of planning the overall Region VII Head Start Association budget. A ledger of the corporation's receipts and disbursements shall be maintained by the Treasurer, or by an agent or employee authorized by the Board of Directors, which shall be open to inspection by any member of the corporation, any member of the Board of Directors, and by any persons having a legitimate interest in the information contained therein.

**ARTICLE X CONTRACT, LOANS, CHECKS, and DEPOSITS****Section 1: Contracts**

The Board of Directors may authorize officer(s) or agents to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be General or confined to specific instances. Priority should be given to the President and Treasurer as signers, but procedures approved by the Board should be followed.

**Section 2: Loans**

No loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

**Section 3: Checks and Drafts**

All checks, drafts, or other orders for the payment of money issued in the name of the corporation, shall be signed by two officers or agents of the corporation and in such manner as shall be determined from time to time by resolution of the Board of Directors. Priority should be given to the President and Treasurer as signers, but procedures approved by the Board should be followed.

**Section 4: Deposits**

All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such depositories as the Board of Directors may select. The Board of Directors may select a bank that has access throughout Region VII.

**ARTICLE XI GENERAL PROVISIONS****Section 1: Waiver of Notice**

Whenever any notice is required to be given to any director or other person under the provisions of these bylaws, the Articles of Incorporation or applicable law, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be equivalent to the giving of such notice.

**Section 2: Auditors**

A certified public accountant may be employed to audit the books of the corporation annually for the corporation and at such other time or times and for such periods as the Board of Directors

may deem advisable. The audit report shall be open to inspection by any member of the corporation, any member of the Board of Directors, and by any other persons having a legitimate interest in the information contained therein.

### **Section 3: Exempt Activities**

Notwithstanding any other provision of these bylaws, no member, director, officer, employee or other representative of this corporation shall take any action or carry on any activity on behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law).

### **Section 4: Fiscal Year**

The fiscal year of the corporation shall begin on the first day of July and end on the last day of June in each year. The Board of Directors, or an agent or employee authorized by the Board of Directors, shall be responsible for the safe keeping and maintenance of all records.

### **Section 5: Adjustments for Relationships with other Head Start Associations**

As this Association operates and develops, other state and national Head Start Associations are also operating and developing their structures. When the Region VII Head Start Association sends official representatives to these associations, there may be discrepancies in lengths of terms of office or other variables. The Board of Directors is charged with the responsibility of making decisions about these discrepancies so that any adjustments strengthen the capacity of the broad Head Start community to work effectively together, and to adequately represent the needs of Head Start within Region VII.

### **Section 6: Groups**

In all places in these bylaws where voting is called for, member Groups do not have voting privileges.

### **Section 7: Equal Employment Opportunity / Affirmative Action Policy**

The Corporation shall not discriminate in any aspect of its functions including, but not limited to, the selection of board members, the hiring of employees, nor the acceptance of individual members. No one shall be discriminated against because of age, sex, race, creed, national origin, color, sexual orientation, disability or veteran status.

### **Section 8: Dissolution**

Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all liabilities of the Corporation, dispose of all the assets of the Corporation exclusively for the purpose of the corporation in such manner, or to such organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future United States Internal Revenue Law) as the Board of Directors shall determine.

### **Section 9: Powers**

All powers of the Corporation not specifically delegated by these bylaws shall be and are hereby reserved to the Board of Directors.

### **Section 10: Indemnification**

Each director or officer, or former director or officer, of this Corporation, and their legal representative, shall be indemnified by this Corporation against any liabilities, expenses, attorney's fees and costs reasonably incurred by them or their estate in connection with, or arising out of, any action, suit, or claim in which they are made a party by reason of being, or having been, a director or officer of this Corporation, if acting in good faith, and in a manner reasonably believed to be in, or not opposed to, the best interests of the Corporation.

### **ARTICLE XII EFFECTIVE DATE OF BYLAWS**

These bylaws shall become effective immediately upon adoption by the Board of Directors of the Corporation.

### **ARTICLE XIII AMENDMENTS**

These bylaws may be amended or repealed and new bylaws may be adopted by the affirmative vote of a simple majority of the directors then in office, provided that prior written notice has been given to all members of the Board of Directors of the proposed amendments, one meeting prior to approval and provided further that no such action shall be taken if it would in any way adversely affect the corporation's qualifications under 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law).

/s/ Korey Hensley, President, Region VII Head Start Association

/s/ Donna Veatch, Executive Director, Region VII Head Start Association

Bylaws of the Region VII Head Start Association  
Revised: 10/23/2006 Adopted: 1/9/2007



# PROCEDURES

Revised 10/17/2005  
Adopted 01/10/2006

## **1 Association Membership**

Purpose: To represent the four State Head Start Associations of Iowa, Kansas, Missouri and Nebraska.

- 1.1 Members of the Association shall be State Head Start Associations, Profit and Non-Profit Corporations, individual Head Start Directors, individual Head Start Staff, individual Head Start Parents, and individual Friends.

The "Head Start Director" is the administrator responsible for comprehensive Head Start services. Each recipient agency of a Head Start grant or delegate agreement will each determine one Director (the Head Start Director).

- 1.2 Each current individual member of the corporation shall be entitled to one vote on each matter submitted to a vote of the membership. In the case of a vote of the membership such vote will be conducted by mail or as determined by the Board. Where voting is called for, Member Groups do not have voting privileges, and a simple majority of the votes will determine the issue.

- 1.3 The Board of Directors (officers of the Corporation) shall determine the amount of dues payable to the corporation by members of each class. Dues shall be reviewed and set by the Board of Directors on an annual basis.

- a. Collection of membership dues, (State, Individual and affiliate) will be the responsibility of the Executive Director.
- b. Written notices will be mailed to each state affiliate by January 1 of each year with payment due upon receipt.
- c. Individual and affiliate memberships will be collected from July 1 to June 30 for any given year. (Memberships are based on the Fiscal Year)

- 1.4 The current schedule of dues will be maintained as an attachment to this document.

- 1.5 Membership lists shall be maintained by the Executive Director and available to the Board of Directors.

## **2 Association Meetings**

Purpose: To conduct the business of and carry out the mission of the Association.

- 2.1 Meetings (regular, special and annual) of the membership shall be called with not less than 15 days written notice. Special meetings may be called by the President, the Board of Directors, or members having at least 51% of the votes entitled to be cast at such meetings.
- 2.2 An annual meeting of the corporation shall be held in accordance with meeting notice requirements as specified in procedure 2.1, and when possible in conjunction with the Annual Leadership Conference.
- 2.3 By common consent, the Board of Directors can substitute conference calls, faxes, email or other electronic media for a face to face meeting. Any binding actions must meet all other policy requirements.

### **3 Board of Directors**

Purpose: To manage the affairs of the Corporation.

- 3.1 The Board of Director's shall consist of 16 voting members who shall be elected in their dues paying affiliated State Association and non-voting Ex Officio members as determined by the elected Board members. Each State Head Start Association shall elect 4 directors (one Head Start director, one Head Start staff, one parent of a child currently enrolled in Head Start, and one friend) to serve on the Board.
- 3.2 Ex Officio Members of the Board shall be non-voting members designated by the Board of Directors. Such members may include but not be limited to:
  - a. Regional Office Staff
  - b. Training and Technical Assistance Network Representatives
  - c. State Collaboration Staff Representatives
  - d. State Association Staff
  - e. Past President
- 3.3 Each member of the Board of Director's shall hold office for a period of two years.
- 3.4 Any member of the Board of Directors may be removed with just cause by an affirmative vote of a simple majority of the members of the Board of Directors, at a meeting which a quorum is present.
- 3.5 In the event a state does not affiliate with the Regional Association, the President, with an affirmative approval vote of the majority of other members of the Board of Directors, shall appoint Board members to fill the vacancies from the affiliated state(s).
- 3.6 In the event an affiliated state does not select Board members, the President, with the affirmative vote of the majority of other members of the Board of Directors, shall fill the vacancies from that affiliate state.
- 3.7 No member of the Board of Directors shall receive any compensation for their services as directors of the corporation.
- 3.8 Members of the Board of Directors shall participate in Board member orientation training regarding their roles and responsibilities as a Board member and the overall function of the Association.
- 3.9 When a member of the Board of Directors has been elected as a titled officer of the corporation and his/her term of office will expire prior to his/her term of office as a titled officer, he/she may remain in office as a director for the duration of his/her term of office as a titled officer. His/her state association would be encouraged to support them, and not to replace them until the end of their term.

- 3.10 The entire membership shall be informed of newly seated members of the Board of Directors via the Association web site, email, and/or written communication.
- 3.11 Newly elected members of the Board of Directors will be notified in writing of meeting dates, times and locations.
- 3.12 The Board must actively participate in the writing of partnership agreements, collaborative proposals, etc. which impact the work and mission of the Association.

## 4 Officers of the Corporation

Purpose: To oversee the work of the Association and to fulfill the requirements of a 501(c) (3) corporation. (Position descriptions can be found in appendix 2)

- 4.1 Titled Officers of the Corporation shall consist of:
  - a. President
  - b. Vice-President
  - c. Secretary
  - d. Treasurer
- 4.2 The President of the Board of Directors shall serve as the President of the Corporation.
- 4.3 Additional officers may be appointed by the President. The appointed officers will serve the same term of office as the elected officers.
  - a. Assistant Secretary (to assume the duties of the elected officer in their absence)
  - b. Assistant Treasurer (to assume the duties of the elected officer in their absence)
  - c. Parliamentarian (to provide parliamentary and procedural information and counsel upon request of the President, and perform other duties as assigned by the President)
- 4.4 Titled Officers of the corporation shall be elected by and from members of the Board, for two year terms. Titled Officers can be elected for multiple terms. Each member of the Board of Directors term shall be for a period of two years and/or until re-elected, or until his/her successor is elected and qualified, or until such time as he/she is removed as provided in Article VI, Section 4 of the Bylaws.
- 4.5 The procedure for election of titled officers (President, Vice-President, Secretary, and Treasurer) and NHSA Representatives of the Board will be as follows:
  - a. Persons interested shall complete the "Nomination/Application for Board Officer Position" form, and attach at least one, but no more than three, recommendations.
  - b. Applications will be reviewed by an appointed Director and/or Ex Officio Member, eligible applicants selected and ballots prepared.
  - c. Election of Board Officers and NHSA Representatives will occur by mailed ballot. Board members will be notified by the October meeting of positions up for election and receive an application form. Application forms and letter(s) of reference must be received by November 10. Ballots will be prepared and mailed to Board Members. Completed ballots must be received by December 10. Newly elected officers will be considered seated as of January 1 and will attend the January NHSA leadership conference.

- 4.6 Removal of Titled Officers/agents elected or appointed by the Board of Directors may be accomplished at any time by the affirmative vote of a simple majority of the directors then in office whenever in their judgment the best interest of the corporation will be served thereby as provided in Article VI, Section 4 of the bylaws.
- 4.7 Any vacancy occurring in a titled office of the corporation may be filled by Presidential appointment and an affirmative vote of a simple majority of the directors then in office. Any officer so appointed to fill a vacancy shall only serve the unexpired term of his/her predecessor in office.
- 4.8 The President may appoint other positions and representative agents as the Board of Directors may deem appropriate from time to time. Such persons might include a Parliamentarian, or an NHSA representative to fill an unexpired term.
- 4.9 No titled officer shall receive any compensation, remuneration or gifts for his/her services to the corporation from the corporation or from its suppliers.
- 4.10 Titled officers of the corporation may be required to carry bonding, or Director's and Officers liability coverage. Premiums shall be paid by the corporation.

## **5 Board of Directors Meetings**

Purpose: To conduct the business of the Association.

- 5.1 Regular meetings will be held at least once a year or more often as established by the Board. Special meetings of the Board may be called by the Chair or by written request of at least five (5) directors.
- 5.2 Notice of meetings may be made personally, by mail, telephone, telegraph, fax or E-Mail 15 days prior to a meeting. Neither the business to be transacted, nor the purpose of the meeting need be specified; however the location, date and time will be stated.
- 5.3 Meeting locations for the annual meeting and all other meetings of the Board and membership may be either within or without of Kansas City, Missouri.
- 5.4 Any or all Directors may participate in a meeting of the Board of Directors by means of conference telephone, electronic conference, or by any means of communication by which all persons participating are able to hear or interact with one another. Such participation shall constitute presence in person at the meeting.
- 5.5 Special meetings may be called by the President, the Board of Directors, or members having at least 51% of the votes entitled to be cast at such meetings.

## 6 Board of Directors' Committees

Purpose: To appoint standing and ad hoc committees to carry out the work of the Association as needed.

6.1 Each committee shall consist of one or more members of the Board of Directors

6.2 All committees operate at the pleasure of the Board.

6.3 Committees of the Board shall be of two categories:

a. Standing Committees

- Designated, appointed and adopted by a majority of directors then in office

- Composed of one or more directors and possibly others

- May have and exercise the designated authority of the Board of Directors in carrying out their assigned task/project. Such Committees may include:

Professional Development

- Provide assistance and work in conjunction with the Executive Director in planning the Annual Leadership Conference
- Monitor conference budget and ensure a profit is generated for all training initiatives
- Explore recommendations/suggestions for additional leadership/training opportunities

Partnership/Membership

- Provide oversight in the Region VII Award process
- Assist with the Region VII Award Ceremony at the Annual Leadership Conference
- Oversee the Tom Mayer Award of Excellence process

Advocacy

- Develop position statements/policy agenda as appropriate
- Facilitate "hot topic" process and information exchange
- Provide input/assistance to Professional Development Committee on advocacy related sessions/workshops, voter registration
- Review advocacy materials/information to be posted on the web site. Assist in promotion of web site and regional association activities

Executive Committee

- Provide oversight of the fiscal management of the Association
- Implement timelines which ensure compliance with requirements regarding 501(c)(3) status
- Report to the Board of Directors the financial status of the Association
- Ensure the Association is involved in resource development and research grant opportunities which meet the goals of the Association when applicable

b. Ad Hoc Committees

- Designated and appointed by resolution of the Board of Directors based upon need
- having a designated beginning and end

6.4 Accurate records of the acts and proceedings of all committee meetings shall be kept by a member of such committee. These records will be provided to the Secretary within 30 days following a committee meeting.

## **7 Region VII Representatives to NHSA Meetings**

Purpose: To represent the Regional Association at a National level and to encourage the representatives of the Board of Directors of this Association to attend and participate at national meetings and conferences for the purpose of promoting the Board Members' understanding of information that will enable them to better perform their duties for the Association.

7.1 Reimbursement of expenses for participation in various levels of Head Start Association work is the responsibility of the following:

- a. Local grantees support participation at the State level. State Associations support participation at the Regional level. Regional Association supports participation at the National level. National Association supports participation at National committees for the parent representative to the National Parent Conference.

7.2 NHSA Board members will follow the following criteria for expense reimbursement.

- a. Reimbursement will be made for:
  - Airfare (arrangements made by Executive Office)
  - Meals paid at the daily Federal per diem rate minus meals provided by hotel or conference
  - Taxi or shuttle service between hotel and airport\*
  - Airport parking\*
  - Hotel costs\*\* (arrangements made by Executive Office)
  - Mileage
- b. No reimbursement will be made for NHSA Annual Conference registration
  - Registration for the Legislative Breakfast is considered a reimbursable expense
- c. Receipts are required for all reimbursements except meals

\*When traveling in groups only one reimbursement will be made

\*\*Room sharing is encouraged

7.3 Region VII Board of Directors will determine the allowable number days/nights on site for NHSA events/attendance. Consideration will be given on an individual basis for additional nights due to local travel restrictions.

## **8 Association Services**

Purpose: To conduct and oversee the daily operations and events of the Association.

- 8.1 The Board may determine to contract the services of an Association Management organization or individual (who shall be referred to as Executive Director throughout this document) to carry out specifically contracted responsibilities, including but not limited to:
  - a. maintaining membership rosters
  - b. mailings to membership
  - c. securing meeting space for Board Meetings
  - d. conference coordination
  - e. clerical support for Board/Association activity
  - f. bonding insurance is the responsibility of and will be obtained by the Executive Director. Proof of bonding insurance will be provided to the Board of Directors upon request
- 8.2 **CONFERENCES**
  - a. Conferences for the membership should be avenues for generating additional revenues.
  - b. If an Association Management organization or Executive Director is contracted, their contract should include Conference Coordination.
  - c. Conferences should be designed to build connections from the local to state Head Start Associations, from the State to Regional and Regional to National.

## 9 Fiscal

Purpose: To provide fiduciary oversight and maintenance of the Association funds as well as all records required by the IRS for a 501(c)(3) corporation.

- 9.1 All contracts, loans, checks and deposits shall be executed and delivered by resolution of the Board of Directors and in accordance with procedures established and approved by the Board of Directors. The Board of Directors may authorize an officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Priority should be given to the President as signer, but bylaws should be followed. No loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.
- 9.2 All checks, drafts, or other orders for the payment of money issued in the name of the corporation, shall be signed by two officers or agents of the corporation and in such manner as shall be determined from time to time by resolution of the Board of Directors. All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such depositories as the Board of Directors may select.
- 9.3 A Certified Public Accountant will be employed to audit the books of the corporation every 2-3 years as determined by the Board of Directors. Internal Audits will be conducted annually by the Treasurer.
- 9.4 No member, director, officer, employee or other representative of this corporation shall take any action or carry on any activity on behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States internal revenue law.)
- 9.5 The fiscal year of the corporation shall begin on the first day of July and end on the last day of June in each year.
- 9.6 The Board of Directors is responsible for the maintenance and keeping of corporate records.
- 9.7 The audit report and all financial records shall be open to inspection by any member of the corporation, any member of the Board of Directors, and by other persons having a legitimate interest in the information contained therein shall request inspection of said records in writing.
- 9.8 The Board authorizes the annual payment of safe deposit fees at a convenient bank for the safe keeping of corporate records and/or the filing of Corporate Records with the Secretary of the State of Missouri.

## **10 R7HSA Awards/Scholarships**

Purpose: To recognize contributions to the Regional Head Start community.

### 10.1 State Minimum Requirements

- a. Submit applications and required copies to Region VII Executive Director by required deadline, September 1<sup>st</sup> in the case of “Parent of the Year” and “Beating the Odds,” November 1<sup>st</sup> in the case of all other NHSA Awards/Scholarships
  - b. Inform all individual state applicants in writing of winning/denial status
- 10.2 Partnership/Membership Committee will review each state’s Parent of the Year and Beating the Odds Awards via conference call in September initiated by the committee chair. All other awards applications will be reviewed and scored at the October Region VII meeting.
  - 10.3 Scoring sheets will be used for each NHSA award, which includes rating criteria according to NHSA criteria, a point system for each criteria to total 100 points, nominee name, grantee, address and phone number.
  - 10.4 Committee members will review applications using the National Grant Review process. Teams of at least two committee/Ad Hoc members review and score a group of award/scholarships individually, and then consensus of winner is determined and reported to the entire Partnership/Membership Committee.
  - 10.5 Partnership/Membership Committee reserves the right to deny a Regional nominee from moving on to NHSA level. The committee must provide written justification to R7HSA Board for any denial.
  - 10.6 The Partnership/Membership Chair will report results of winners to the overall Region VII members at the October meeting for approval.
  - 10.7 The Region VII Executive Director will forward all Regional winners on to NHSA by the required deadline and send letters to all winners/non-winners of their status.
  - 10.8 The Executive Director will also send a copy of the winners/non-winners list to the respective State Head Start Associations.
  - 10.9 R7HSA will award a stipend to the recipients of the Phyllis J. Jones and Ann Phipps Scholarships in the amount of \$500 per person to be given at the R7HSA Annual Leadership Conference.  
(1/2005 meeting minutes)
  - 10.10 Earned revenues from conference raffle will be used for R7HSA Scholarship Fund.

## **11 Tom Mayer Award of Excellence**

Purpose: To recognize outstanding contributions to the Head Start field.

- 11.1 Deadline: Each state must submit their nominee by the last day of February. Any program or individual can submit a nominee to their State Association. The state selection will go on to the regional level for final award. Note: States may want to establish an earlier deadline for their state nominees for the State Association to select a regional nominee.
- 11.2 Criteria (300 words maximum) approved 11/2004
- a. How has the applicant demonstrated a proven influence over state/regional procedures or policies?
  - b. Describe some specific partnerships that have been developed and how that has impacted services on the state/regional level.
  - c. Describe the nominee's variety of experience supporting children and families.
  - d. List the nominee's length of service and professional affiliations in or outside of Head Start. (must have a minimum of fifteen years experience in service to children and families)
- 11.3 Narrative (300 words maximum)
- a. Describe leadership roles and qualities this individual possesses. Use specific examples to explain how the nominee personifies excellence.
- 11.4 Provide four letters of support from:
- a. A Parent
  - b. Head Start Director
  - c. Head Start Staff
  - d. Community Member

## **12 Code of Ethical Conduct & Grievance**

Purpose: To ensure that the Region 7 Board of Directors wisely handles conflicts/concerns relating to any alleged misconduct in the attitudes or actions of its members.

- 12.1 In the event that a concern regarding an attitude or action of a regular or ex-officio member of the Region 7 Head Start Board of Directors should be presented in writing to the Board, the following procedure shall be in effect.
  - a. If, at the time the concern is raised, the regular or ex-officio Board member, whose attitude or action is being questioned is present with the Board, the President, or acting-president, shall immediately give that regular or ex-officio Board member, the opportunity to answer the concern.
  - b. If, at the time the concern is raised, the regular or ex-officio member whose attitude or action is being questioned is absent from the Board, both the President and the other Board members shall be responsible to remind those present that the member whose attitude or action is being questioned has the right to submit his/her response to the charge. The President or his/her nominee shall contact the member, explain the concern which has been voiced, and make arrangements for the member to answer the charges/concerns.

# MEETING PROTOCOL

### *Basic Parliamentary Procedure: Definitions*

(Robert's Rules of Order Simplified and Applied-Second Edition)

Agenda	an outline of items, listed in order of importance, which are to be accomplished at the meeting.
Quorum	required number of members needed to have a meeting, a Latin term meaning “of them” as in “do we have enough of them—members?”. Before an organization can legally transact any business at a meeting, a quorum must be present. (At meetings where a quorum is not present, the President/Chairman should still call the meeting to order and state that there is no quorum and that the meeting is adjourned. A record of such proceeding should be kept on file).
Motion	when a member suggests a policy or action that the board will vote on. A motion must be seconded by another member of the group.
Discussion	if discussion is needed to consider a motion, it should come after the motion has been moved and seconded.
Question	an announcement made by the board president. It signals the end of discussion. It's now time to vote yes or no on the motion.
Resolution	a resolution is a formal way of presenting a motion. It is a main motion, needs a second, and is always presented in writing. The name of the organization is always mentioned in the resolution.
Amendment	to change the pending motion before it is acted upon; proposed amendments must be germane or related to the main motion. <ul style="list-style-type: none"><li>• In any situation where rights may be taken away from members, two-thirds of the membership must approve the motion (rather than the majority)</li><li>• Members have the right to know by previous notice when there is a proposal to rescind or amend something previously adopted.</li></ul>

### *Basic Principles of Parliamentary Procedure*

(Robert's Rules of Order Simplified and Applied-Second Edition)

- Take up business one item at a time. Doing so maintains order, expedites business, and accomplishes the purpose of the organization.
- Promote courtesy, justice, impartiality, and equality. This ensures that everyone is heard, that members treat each other with courtesy, that everyone has the same rights, and that no individual or special group is singled out for special favors.
- The majority rules, but the rights of individual, minority, and absent members are protected. This principle ensures that, even though the majority rules, the minority has a right to be heard and its ideas are taken seriously. Similarly, the minority doesn't leave the organization because it didn't win; it knows that it may win another day. Following this principle preserves the unity and harmony of the organization.

### *Meeting Format*

(Robert's Rules of Order Simplified and Applied-Second Edition)

- Each meeting follows an order of business called an agenda. Everything on the agenda is reviewed in its proper order and disposed of before members go on to the next item on the agenda.
- Only one main motion can be pending at a time.
- When a main motion is pending, members can make motions from a class of motions called secondary motions. When secondary motions are taken up, they take precedence over the main motion. Discussion must focus on the secondary motion until it is resolved or temporarily disposed of.

### *Promoting Courtesy, Justice, Impartiality, and Equality*

(Robert's Rules of Order Simplified and Applied-Second Edition)

- The chair or presiding officer calls the meeting to order on time.
- Members take their seats promptly when the chair calls the meeting to order, and conversation stops.
- Members always refer to other members and officers in the third person, i.e., Madam President, Mr. Chairman, etc.
- In debate, members do not cross talk, or talk directly to each other, when another member is speaking.
- Members keep discussion to the issues, not personalities or other members' motives.
- When correcting a member, the presiding officer does not use the member's name.
- Members speak clearly and loudly so all can hear.
- Members listen when others are speaking.

## **R7HSA SAMPLE Agenda**

***Tuesday, January 10, 2006: 8:30 am –4:00 pm***

Check-In & Introduce new members  
Hot Topic: Reauthorization  
Committee Work  
Lunch on your own  
Partner Reports

Business Meeting  
Call to Order  
Changes/Additions to Agenda  
Minutes  
Financial Reports  
Unfinished Business  
Committee Action Plans  
New Business  
Agenda Items for next meeting

*\*Agenda subject to change based upon time constraints\**

# Appendix 1 Dues Schedule

## *State Head Start Associations*

\$2,500.00 fee + an additional \$0.25 per child served for the current year funded enrollment to be invoiced in January. (11/2004)

## *Individuals*

Directors \$20.00

Staff \$20.00

Friends \$20.00

Parents \$10.00

Individual Membership Year: July 1 – June 30



# Appendix 2 Position Descriptions

## ***Region VII Head Start Association Board Member***

### Requirements

1. Each Member of the Board of Directors must come from a state in Region VII that is an affiliate member of Region VII Head Start Association (hereinafter called R7HSA)
2. Each member of the Board of Directors must be an individual member of R7HSA and NHSA membership is preferred
3. Each member of the Board of Directors must be elected or appointed by his/her affiliate state to the R7HSA Board
4. Each member of the Board of Directors must make a commitment to serve out the term, participate in the activities of R7HSA including attending meetings, events and activities as scheduled
5. Each member of the Board of Directors must have a commitment from his/her affiliated state to financially support his/her participation in R7HSA
6. Each member of the Board of Directors must read and understand the fiduciary responsibilities connected with Board membership, and must agree to accept those responsibilities
7. Members of the Board of Directors must agree to serve without compensation, however, they may be reimbursed for approved expenses
8. Members of the Board of Directors must be bondable

### Duties

Members of the Board of Directors, when constituted as the Board, are responsible for:

1. Setting policy for R7HSA
2. Overseeing the implementation of policies
3. Approving all policy statements issued on behalf of R7HSA
4. Approving an annual budget
5. Serving on committees
6. Planning and implementing other measures that promote the Association's mission
7. Ensuring the fiscal and legal integrity of the Association's programs and policies
8. Being available for training in these duties as appropriate
9. Regularly attending all scheduled Board meetings and Board-sponsored activities
10. Being responsible for establishing and maintaining regular two-way communication between his/her state and the Board of Directors
11. Actively participating with other Board members in the search for partnerships, and in the preparation of partnership agreements, collaborations, and proposals/contracts/grants that might involve or commit R7HSA

### Psycho-Social Requirements

Members of the Board must be:

1. Good listeners
2. Truly concerned about children and families
3. Able to stay on task and to work on a collective agenda
4. Able to perceive and explore the large issues and movements that impact the lives of children and families
5. Clear about the Association's mission, and have demonstrated by their behavior that they support that mission

6. Willing to invest time and energy outside of the meetings required by the bylaws
7. Able to put the concerns of the Board, and of R7HSA, above their own program or personal concerns, and be further able to abide by and actively support the collective decisions of the Board
8. Able to represent the needs of their constituencies, and to confidently make decisions in the best interest of R7HSA
9. Able to participate in open, honest communication and decision-making that diminishes unproductive conflict
10. Able to work toward consensus and compromise after all sides have been heard
11. Consistent in their personal behaviors, treating others with respect and dignity
12. Supportive of NHSA and all that it represents

Reports to: Peers, their Affiliate State, and to the general membership  
Evaluated by: Board of Directors team evaluation conducted annually

### ***President of the Board of Directors***

The President is a Member of the Board of Directors, and is expected to fully satisfy the requirements outlined in the Position Description for a Member of the Board. The details of this Position Description are in addition to those requirements.

Duties (in addition to requirements on pages 33 & 34)

1. Presiding at all scheduled or special meetings
2. Calling special meetings of the members
3. Calling special meetings of the Board of Directors
4. When serving as immediate Past President, serving as an ex officio member of the Board of Directors
5. Appointing an Assistant Secretary, Assistant Treasurer, Parliamentarian and such other positions and representative agents as may be needed
6. Holding the office of President for the duration of his/her two-year term
7. In the event a state does not affiliate with R7HSA, the President shall appoint a Board member or members to fill the vacancies from affiliated states
8. In the event an affiliated state does not select Board members, the President, with the affirmative vote of the majority of other Board members shall fill the vacancies from that affiliated state
9. Serving as President of the corporation, seeing that all orders and resolutions of the Board of Directors are carried out
10. Signing as a possible co-signer with another titled officer, or contracted agent, all contracts, checks and other legal instruments that have been duly approved by the Board of Directors
11. Ensuring the smooth transfer of responsibilities to a successor
12. Carrying out all other duties and responsibilities as outlined in the bylaws of the corporation
13. Available to attend NHSA meetings, if required, by the Board of Directors
14. Active member of the Executive Committee

Psycho-Social Requirements (in addition to requirements on pages 33 & 34)

1. Exhibit excellent leadership skills
2. Demonstrate the ability to conduct a business meeting

### ***Vice President of the Board of Directors***

The Vice President is a Member of the Board of Directors, and is expected to fully satisfy the requirements outlined in the Position Description for a Member of the Board. The details of this Position Description are in addition to those requirements.

Duties (in addition to requirements on pages 33 & 34)

1. Performing the duties of the President of R7HSA in the absence of the President or his/her inability or refusal to act
2. Determine the eligibility of Board Members at Board Meetings
3. Ensuring the smooth transfer of responsibilities to a successor
4. Act as chair of the Professional Development Committee which includes chair or co-chair of the Annual Leadership Conference
5. Act as Parliamentarian at all R7HSA Board Meetings
6. Active member of the Executive Committee

Psycho-Social Requirements (in addition to requirements on pages 33 & 34)

1. Exhibit excellent leadership skills
2. Demonstrate the ability to conduct a business meeting
3. Possess a basic knowledge and understanding of parliamentary procedure

### ***Secretary of the Board of Directors***

The Secretary is a Member of the Board of Directors, and is expected to fully satisfy the requirements outlined in the Position Description for a Member of the Board. The details of this Position Description are in addition to those requirements.

Duties (in addition to requirements on pages 33 & 34)

1. Keep accurate records of attendance at all meetings of the Board
2. Keeping accurate records and minutes of the acts and proceedings of all meetings of the Board, its members, and its committees
3. Taking roll at Board meetings and determining quorum
4. Performing all duties incident to the office of Secretary and those duties assigned to him/her by the President or by the Board
5. Report minutes of past meetings a required by the Board of Directors
6. Active member of the Executive Committee

Psycho-Social Requirements (in addition to requirements on pages 33 & 34)

1. The Secretary must demonstrate the ability to accurately record and publish the proceedings of meetings and other written materials originating from the Board

### ***Treasurer of the Board of Directors***

The Treasurer is a Member of the Board of Directors, and is expected to fully satisfy the requirements outlined in the Position Description for a Member of the Board. The details of this Position Description are in addition to those requirements.

Duties (in addition to requirements on pages 33 & 34)

1. Executing and/or reviewing the disbursements of the corporation
2. Reviewing a ledger of the corporation's receipts and disbursements, and reporting the financial status of the organization at each Board meeting
3. Being responsible for deposits as directed by the Board
4. Review and oversee all records about, and in support of, the corporation's tax-exempt status as granted by the Internal Revenue Service as needed
5. Providing guidance as required for the external Board-ordered audit of the corporation
6. Signing as co-signer with another titled officer or Executive Director all contracts, checks and other legal instruments that have been duly approved by the Board of Directors
7. Responsible for completion of the Board-ordered annual, internal audit, and ensuring all necessary records are in place
8. Assist Executive Director with development of the annual budget
9. Ensuring the smooth transfer of responsibilities to a successor
10. Active member of the Executive Committee

Psycho-Social Requirements (in addition to requirements on pages 33 & 34)

1. The Treasurer must have the experience, time, and demonstrated capacity for financial record-keeping and for the transaction of the financial business of the corporation

## ***NHSA Representative from the Board of Directors***

In addition to the requirements published by the National Head Start Association, the Region VII Head Start Association (R7HSA) has established these requirements for Representatives sent from this Association to the National Head Start Association.

### Requirements for Candidacy for NHSA's Board of Directors

1. A candidate for Representative to the National Head Start Association's Board of Directors from Region VII must be a member of the Board of Directors of R7HSA
2. The R7HSA Board of Directors must send representatives to NHSA's Board of Directors in the categories of Parent, Staff, Director and Friend. Therefore, candidates must fit into those categories
3. Candidates to the NHSA Board of Directors are required by the R7HSA Board of Directors to hold individual membership in NHSA
4. A Representative must be elected or appointed by the R7HSA Board of Directors and the R7HSA financially supports the Representative's participation in the NHSA Board of Directors meetings
5. A Representative must make a commitment to serve out the term, participating actively on the NHSA Board of Directors
6. A Representative must take time to read and understand the fiduciary responsibilities connected with NHSA Board membership, and must agree to accept those responsibilities
7. A Representative must agree to serve without compensation, but may be reimbursed for approved expenses

### Duties (in addition to requirements on pages 33 & 34)

1. Carrying out all duties of this position as detailed by NHSA
2. Being responsible for maintaining regular two-way communication between the R7HSA Board of Directors and the NHSA Board of Directors
3. Schedule and conduct Hill visits while attending NHSA meetings and/or events in the Washington, DC area
4. Participate in Region VII conference calls scheduled prior to each NHSA Board Meeting or event
5. Complete NHSA Representative Report form after each NHSA meeting or event and submit to the Executive Office

### Psycho-Social Requirements (in addition to requirements on pages 33 & 34)

1. Have the capacity to put the concerns of the NHSA Board and of the Regional Association and its Board above their own program or personal concerns, and to abide by and actively support the collective decisions of both Boards

Reports to: President and CEO of NHSA and to the R7HSA Board of Directors

Evaluated by: R7HSA Board of Directors and as outlined in the following

The team of four (4) Representatives of the R7HSA Board of Directors to the NHSA Board will evaluate their collective participation at Board meetings. They will use a balanced scorecard (positives in the left column, wishes or improvements in the right column) for their self-evaluation to the R7HSA Board.

**REGION 7 HEAD START ASSOCIATION**  
**Executive Director**  
**Position Description**

**Position Title:** Executive Director

**Direct Supervisor:** President of R7 Head Start Association and  
R-7 Head Start Association Board of Directors

**Hours:** Hours as required; 80% time, contract position

**QUALIFICATIONS**

Educational requirements are to include a B.S. in education, early childhood education, child development, management or other related field. Must be bondable.

Knowledge and experience includes the following: significant non-profit or public management expertise; human services, policy development and advocacy experience; demonstrates skills in association management, regional or state or statewide organizations, and group policy development; significant experience in government and legislative process; knowledge of the Head Start program and Federal regulations; and knowledge of state and federal legislation relative to child development, Head Start and family support services.

Knowledge and skills in conference management including the ability to effectively plan, schedule, coordinate, fundraise and facilitate large conferences. The ability to conduct workshops, conferences and meetings and to facilitate groups is required. Other personal skills and attributes include: good interpersonal skills; ability to work cooperatively and effectively with Association members and related organizations; effective communication and writing skills; management, organizational, system and technology skills.

**MAJOR TASKS AND RESPONSIBILITIES**

Responsibilities will include, but not be limited to, the following:

Serves as principal administrative officer of the Association. Responsible to the Board of Directors in effectively administering a well-planned and coordinated effort in accordance with the administrative requirements reflected in stated goals, by-laws and policies of R7HSA.

Administers the initiatives conducted by the Association within the limits of Board policies, budgetary and legal requirements in such a manner as to exercise commensurate authority, except as specified, for the following:

## **A. ADMINISTRATIVE/FISCAL MANAGEMENT**

1. Administers and coordinates all Association initiatives.
2. Institutes proper and appropriate management and fiscal controls. Schedules audit as required.
3. Submits itemized bills for payment at each Association meeting.
4. Assists in preparation of annual progress report, annual budget, and various other types of financial and statistical records as may be required, necessary or desired.
5. Maintains awareness of changing trends that may affect funding.
6. Explores and reports options that could involve new or alternative funding sources, including grants.
7. Consults with R7 Head Start State Associations or subcontract agencies and community organizations to assist in planning, coordinating and implementing the objectives of the Association.
8. Organizes and develops R7HSA initiatives, involving board members, community leaders, representatives of partner organizations, and other groups and individuals.
9. Plans and coordinates Board meetings in collaboration with the R7HSA President and others as appropriate.
10. Obtains bids and contracts for Board meeting space; reserves meeting spaces and guest rooms for Board meetings.
11. Researches and identifies possible legal representation.

## **B. RELATIONSHIP WITH THE BOARD**

1. Works closely with the Board in development of sound organization policies.
2. Provides the Board with appropriate information to ensure the Board addresses matters requiring policy decisions and clarifications as well as timely review of policies.
3. Assists the Board in developing effective procedures used within the Association and for each Board meeting.
4. Assembles and distributes information needed for each Board meeting; ensures accurate minutes are taken at each meeting.
5. Participates in special studies, grant requests, projects or such other activities as may be considered beneficial by the Board.

## **C. GRANT WRITING AND MANAGEMENT**

1. Investigates and writes grants that fit in the mission and goals of the Association.
2. Oversees grant goals and management.
3. Ensures grant reporting is completed in an accurate and timely fashion.

## **D. RELATIONSHIP WITH STATE ASSOCIATIONS, CONTRACTORS AND VOLUNTEERS**

1. Directs, supervises, evaluates and coordinates contract services, making certain responsibilities, authorities and relationships are understood and accepted in accordance with Board-approved policies.
2. Coordinates volunteer responsibilities and ensure accountability of volunteers.
3. Makes recommendations to the Board for needs involving contract services.
4. Collaborates with R7 State Associations and attends each state association meeting at least one time per year.

## **E. RELATIONSHIP WITH COMMITTEES**

1. Assists Association committees by providing requested information to support their functions and activities.
2. Participates in committee meetings when required or requested.
3. Reviews the progress of committee operations and channels reports to the Board in accordance with the strategic plan.

## **F. PUBLIC RELATIONS**

1. Assumes leadership for increasing public awareness and understanding of R7HSA, as well as issues involving R7 children.
2. Prepares releases to newspapers, radio, television and other news media.
3. Serves as the official spokesperson for the Association.
4. Supervises the preparation and distribution of materials regarding needs and issues, so that State Association members, Board members, partners, policymakers and the public are well-informed.
5. Promotes and maintains effective working relationships with public officials, NHSA, R7 Administration for Children and Families and others involved directly or indirectly with the Head Start community.
6. Ensures Website is updated in a timely fashion and in accordance with R7HSA mission.

## **G. CONFERENCE PLANNER**

1. Annually plans and manages the R7 Conference, the Director's Caucus and one more designated conference.
2. Co-chairs Board conference committees.
3. Obtains bids from 3 or more hotels to ensure competitive contracts for each conference.
4. Recruits vendors for exhibits.
5. Obtains donations to sponsor different segments of the conference.
6. Plans for a 30% or greater profit on all conferences.

## **H. AUTHORITY AND ACCOUNTABILITY**

The R7HSA Executive Director serves under the general direction of the Board of Directors. Through the policies established by the Board, the Executive Director has overall responsibility for the operation of the Association. The Executive Director is delegated full authority necessary for the effective performance of all assigned responsibilities subject to the restrictions of applicable local, state and federal laws, and the dictates of sound business judgment and ethical conduct. The Executive Director is fully accountable for his/her performance, which will be measured against the foregoing standards.

# Appendix 3 Election of Officers

## Region VII Head Start Association Board of Directors

(Revised 7/15/2009)

<b>IOWA</b>	<b>Member</b>	<b>Elected to Board</b>	<b>Elected as Officer</b>	<b>End of Term as Officer</b>
Director	Kim Young-Kent	7/2007	1/2009 (T)	12/31/2010
Friend				
Parent	Kesha Curry	2008		
Staff	Tracey Mavis	2008		

<b>KANSAS</b>	<b>Member</b>	<b>Elected to Board</b>	<b>Elected as Officer</b>	<b>End of Term as Officer</b>
Director	Linda Broyles	2007	1/2009 (P)	12/31/2010
Friend	Jim Chisham	2006		
Parent	Callie Peebles	2009		
Staff	Rita Gedney	2009		

<b>MISSOURI</b>	<b>Member</b>	<b>Elected to Board</b>	<b>Elected as Officer</b>	<b>End of Term as Officer</b>
Director	Linda Bleything	6/2008	1/2009 (VP)	12/31/2010
Friend	Pam LaFrenz	1/2009		
Parent	Charita Henderson	1/2009		
Staff	Erica Hinton	1/2009		

<b>NEBRASKA</b>	<b>Member</b>	<b>Elected to Board</b>	<b>Elected as Officer</b>	<b>End of Term as Officer</b>
Director	Sue Obermiller*	8/2005	1/2009 (S)	12/31/2010
Friend				
Parent	Nicole Molden	2008		
Staff	Tina Cummins	2008		

\* indicates R7HSA Officers

<b>NHSA REP</b>	<b>Member</b>	<b>Elected as Rep</b>	<b>End of Rep Term</b>
Director	Sue Obermiller	1/2007	12/31/2009
Friend	Donna Veatch	3/2008	12/31/2009
Parent	Kesha Curry	1/2009	12/31/2010
Staff	Tracey Mavis	1/2009	12/31/2010

# NOMINATION/APPLICATION

## Board Officer Position and NHSA Representative

I, \_\_\_\_\_, being a duly elected/appointed state representative to the Board of Directors of the Region VII Head Start Association, do hereby apply for candidacy for the next Board election as:

Officer of the Board in the position of:

- President
- Vice-President
- Secretary
- Treasurer

OR

NHSA Board Representative as:

- Director
- Friend
- Parent
- Staff

1. I have reviewed the Position Description and psycho-social requirements for this office, (from the R7HSA Board Handbook online at [www.r7hsa.com](http://www.r7hsa.com)) and believe I qualify because of: (use additional pages if necessary)
  
2. In addition, I bring these experiences and skills to the office: (use additional pages if necessary)
  
3. If elected, I agree to serve as detailed in the Position Description for this office. I have secured the support of my state organization and of my current employer (if necessary) to allow me to make the required contribution of time for meetings and Board assignments, as I understand them.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Name and position of organization/employer  
authorizing participation \_\_\_\_\_

At least one, but no more than three, written recommendations are attached. When possible an individual who has served on the Region VII Head Start Association Board should write one recommendation.

# Appendix 4 R7HSA Awards Score Sheet

## NHSA Ann Phipps Memorial Scholarship for Head Start Parents Score Sheet

### Criteria for Selection:

Each neatly printed or typed application must be accompanied by:

1. A letter from the regional association confirming the applicant
2. Statement of personal goals
3. Three (3) letters of recommendation
4. Proof of enrollment or proof of acceptance in an institution of higher learning. Funds will not be distributed without this information

Note: Failure to meet any of the above criteria will result in automatic elimination. Consideration will only be given to parent's involvement in 2003 and 2004.

<b>CRITERIA</b>	<b>Maximum Points</b>	<b>Applicant Iowa</b>	<b>Applicant Kansas</b>	<b>Applicant Missouri</b>	<b>Applicant Nebraska</b>
Completeness of Information	<b>10</b>				
Letters of reference or recommendation	<b>20</b>				
Head Start involvement and community contribution	<b>30</b>				
Personal goals statement	<b>40</b>				
<b>TOTAL POINTS</b>	<b>100</b>				

Committee Signatures

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# Appendix 5 Region VII

## Tom Mayer Award of Excellence

The Region VII Tom Mayer Award of Excellence was initiated to recognize outstanding contributions in the Head Start field.

Thomas K. Mayer contributed to the well-being of children and families throughout his 35 year career, beginning with the Peace Corps in the 1960's and continuing through his leadership as the Director of the Office of Community Operations in the Region VII Administration for Children and Families (ACF), US Department of Health and Human Services. He retired from that position in May, 2004. During his thirty-plus years with ACF, Mr. Mayer focused on helping Head Start programs achieve and maintain high quality services and led in the development of lasting Federal-State-local partnerships that expanded the number of children and families receiving Head Start/Early Head Start services and improved the overall quality of early care and education in the four States of Region VII.

### *Overview of Award*

The individual nominated should have demonstrated flexibility within their career and have had a variety of experiences with Head Start. Consideration will be given to those who have had long term state or regional impact, as well as those who possess key characteristics of good leadership. Leadership examples may include, but not be limited to, having a vision, displaying integrity and modeling partnership. More specifically the nominee should have inspired a shared vision that created successful and sustainable partnerships. In addition, the nominee should have demonstrated ability in displaying a compassion and commitment to future Head Start program improvement and quality.

### *Selection Process*

Deadline: Each state must submit their nominee by February 28<sup>th</sup>.

Any program or individual can submit a nominee to their State Association. The state selection will go on to the regional level for final award. Note: State may want to establish an earlier deadline for their state nominees for the State Association to select a regional nominee.

Contact information: *Name, title, organization address, phone and email*

### Criteria (300 words maximum)

- How has the applicant demonstrated a proven influence over state/regional procedures or policies?
- Describe some specific partnerships that have been developed and how that has impacted services on the state/regional level.
- Describe the nominee's variety of experience supporting children and families.
- List the nominee's length of service and professional affiliations in or outside of Head Start. (must have a minimum of fifteen years experience in service to children and families)

### Narrative (300 words maximum)

- Describe using leadership roles and qualities this individual possesses. Use specific examples to explain how the nominee personifies excellence.

Provide four letters of support from:

- A Parent
- Head Start Director
- Head Start Staff
- Community Member

### **Award History:**

2004 – Vic Burton, ACF

2005 – Linda Broyles, SEK-CAP

2006 – Carolyn Weinholt, KS HSSCO

2007 – Kathy Thornburg, Ph.D., Center for Family Policy & Research, MU

2008 – Korey Hensley, Heartland Programs

2009 – Kay Mitchell, NKESC

**Region VII Tom Mayer Award of Excellence  
Criteria**

Criteria (300 words maximum)

1. How has the applicant demonstrated a proven influence over state/regional procedures or policies?
2. Describe some specific partnerships that have been developed and how that has impacted services on the state/regional level.
3. Describe the nominee's variety of experience supporting children and families.
4. List the nominee's length of service and professional affiliations in or outside of Head Start (must have a minimum of fifteen years experience in service to children and families).

Narrative (300 words maximum)

1. Describe leadership roles and qualities this individual possesses. Use specific examples to explain how the nominee personifies excellence.

Provide four letters of support from:

- a parent
- Head Start Director
- Head Start Staff
- Community Member

Note: minimum of 90 points to qualify as a candidate

<b>CRITERIA</b>	<b>Max. Points</b>	<b>IA Applicant</b>	<b>KS Applicant</b>	<b>MO Applicant</b>	<b>NE Applicant</b>
Applicant demonstrated a proven influence over state/regional policies	<b>25</b>				
Partnerships and how it has impacted services in the state/region	<b>25</b>				
Nominee experience in supporting children and families	<b>25</b>				
Leadership roles and qualities	<b>25</b>				
Must have: Length of service 15 years					
Must have: 4 support letters (parent, director, staff, community)					
<b>Total Points</b>	<b>100</b>				

**Election: (one voter per state): Four states must be unanimous in the committee for the potential winner to be approved by the Region VII Board.**

**Name:** \_\_\_\_\_ **State:** \_\_\_\_\_

# Appendix 6 Current Board Listing

## Board Members

Linda Broyles, KS-Director  
President  
SEK-CAP

Linda Bleything, MO-Director  
Vice-President  
DCS

Sue Obermiller, NE-Director \*  
Secretary  
Central NE Community Services, Inc.

Kim Young-Kent, IA-Director  
Treasurer  
Tri-County Child & Family Development Council

OPEN, IA-Friend  
Board Member

Kesha Curry, IA-Parent \*  
Board Member

Tracey Mavis, IA-Staff \*  
Board Member  
MATURA Head Start

Rita Gedney, KS-Staff  
Board Member  
Heartland Programs

Jim Chisham, KS-Friend  
Board Member

Callie Peebles, KS-Parent  
Board Member

Pam LaFrenz, MO-Friend  
Board Member  
MVCAA

Charita Henderson, MO-Parent  
Board Member  
CMCA

Erica Hinton, MO-Staff  
Board Member  
GSHS

OPEN, NE-Friend  
Board Member

Nicole Molden, NE-Parent  
Board Member

Tina Cummins, NE-Staff  
Board Member

**\* Region VII NHSA Representatives**

## Ex-Officio Board Members

Donna Veatch \*  
Region VII Head Start Association

Tom Rendon  
Iowa State Collaboration Project

Gregg Cummings, Executive Director  
Iowa Head Start Association

Carrie Hastings  
Kansas Head Start Collaboration Office

Mary Baskett, Executive Director  
Kansas Head Start Association

Stacey Owsley  
Missouri Head Start State Collaboration Office

Eleanor Kirkland  
Nebraska Head Start State Collaboration

Lynda Bitner  
Administration for Children and Families: Region VII

Linda Benoit  
ICF International/ Region VII GPSS

State-Based TA Program Managers  
Cathy Swackhamer, Iowa  
Dana Moses, Kansas  
Shari Fleshman, Missouri  
Mary Afrank, Nebraska

## State Association Presidents

Iowa Head Start Association  
Penny Lingle, President

Kansas Head Start Association  
Glenda Wilcox, President  
Child Start

Missouri Head Start Association  
Claudia Ryan, President  
Ozark Action, Inc.

Nebraska Head Start Association  
Deb Ross, President  
Head Start Child & Family Development Program, Inc.

**\* Region VII NHSA Representatives**  
Revised July 15, 2009

# Appendix 7 Report Forms

## State Head Start Association Report

State Association:  Iowa  Kansas  Missouri  Nebraska

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Date of Report:

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Names of R7HSA Board Representatives:

Director:

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Friend:

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Parent:

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Staff:

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Section I: Brief description of state issues or concern  
(R7HSA is interested in understanding issues occurring in your state that affect your ability to operate high quality programs.)

1.

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2.

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3.

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4.

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Section II: Proposed recommendations for R7HSA to pursue  
(Describe issues that have a regional perspective that are not on R7HSA's current Policy  
Agenda.)

State Association President contact information:

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

State Executive Director contact information (if applicable):

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

Person reporting: \_\_\_\_\_

Title: \_\_\_\_\_

## NHSA Representative Report

Event:

Date:

Category:

R7HSA Executive Director

Regional President

Director Representative

Friend Representative

Parent Representative

Staff Representative

Key Points

NHSA Developments

Federal Updates

Advocacy (include Hill Visits if applicable)

Key Points

NHSA Developments

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Workshops (if applicable)

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NHSA Board Meeting

Committee (include notes from the committee that you sit on)

Executive Committee

Budget Committee

Bylaws/Nominating Committee

Research/Evaluation Committee

Government Affairs Committee

Human Resources Committee

General Comments

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Action Items

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Follow-Up

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## NHSA Regional Head Start Association Report

Region: Region VII

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Date of Report:

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Names of NHSA Board Representatives:

Director:

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Friend:

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Parent:

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Staff:

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Section I: Brief description of regional issues or concern  
(NHSA is interested in understanding issues occurring in your region that affect your ability to operate high quality programs.)

1.

---

2.

---

3.

---

4.

---

Section II: Proposed recommendations for NHSA to pursue  
(Describe issues that have a national perspective that are not on NHSA's current Policy  
Agenda.)

Regional President contact information:

Name: \_\_\_\_\_  
Address: \_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

Regional Executive Director contact information:

Name: \_\_\_\_\_  
Address: \_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

\_\_\_\_\_  
Signature: Region VII Head Start Association President

Person reporting: \_\_\_\_\_

Title: \_\_\_\_\_