

Psi Beta Governance Policy

Mega-End

The mission of Psi Beta Honor Society is professional development of psychology students at two-year colleges through promotion and recognition of excellence in scholarship, leadership, research and community service.

Ends

- Scholarship
- Leadership
- Research
- Community Service

Sub-Ends

- Competencies that provide scholarship, leadership, research and community service
- Skills to empower others to reach full potential
- Strong affiliation networks to develop scholars, researchers, leaders and volunteers.

These ends will enhance the ability of the organization and chapters to prepare scholars and researchers as leaders for the 21st Century.

Council/Executive Director Relationship

The council's sole official connection to the operational organization, its achievements, and conduct will be through a Chief Executive Officer, titled Executive Director .

Delegation to the Executive Director

To facilitate optimum effectiveness, the National Council of Psi Beta recognizes its responsibility as being generally confined to establishing governing policies, leaving implementation and any reasonable interpretation of policies, within executive limitations, to the Executive Director, who also serves as the Council Secretary/Treasurer.

1. Only the council, by majority agreement, has authority over the Executive Director.
2. Policies about ends direct the Executive Director to achieve certain results; executive limitations policies constrain the Executive Director to act within acceptable boundaries of prudence, ethics, legality, and effectiveness. These

policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.

3. All council authority delegated to the Distribution Center and Director of Chapter Relations is delegated through the Executive Director who is accountable to the council.
4. The Executive Director may use any reasonable interpretation of council policies to make decisions, take actions, and develop activities. The council may, by extending its policies, “un-delegate” areas of the Executive Director’s authority, but will respect the Executive Director’s choices so long as the delegation continues. This does not prevent the council from obtaining information about activities in the delegated areas.

Unity of Control

Only officially passed motions of the council are binding on the Executive Director. Accordingly:

1. Decisions or instructions of individual council members, officers, or committees are not binding on the Executive Director except in rare instances when the council has specifically authorized such exercise of authority.
2. In the case of council members or committees requesting information or assistance without council authorization, the Executive Director can refuse such requests that require, in the Executive Director’s opinion, a material amount of staff time or funds or are disruptive.

Accountability of Executive Director

The Executive Director is the council’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the council is concerned, is considered the authority and accountability of the Executive Director. Accordingly:

1. The council will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The council will not evaluate, either formally or informally, any staff other than the Executive Director.
3. The council will view Executive Director performance as identical to organizational performance. Organizational accomplishment of council-stated Ends and avoidance of council-forbidden Means will be viewed as successful Executive Director performance.

Monitoring Executive Director Performance

The council will track Executive Director performance by monitoring in such a way as to have systematic assurance of policy compliance, yet leave the council free to concentrate most of its time on creating the future rather than checking the past. To those ends, the council’s approach to monitoring will be based on its governance philosophy and carried out in a relatively automatic way. Council meetings are not, in general, to be used for monitoring.

1. The council will monitor the Executive Director’s performance of Psi Beta policies that it has addressed in explicit statements. The purpose of monitoring is to

determine if council policies are being met and/or to confirm that a reasonable interpretation of the policies was used.

2. Monitoring will occur by
 - a. Internal reports: periodic reports from the Executive Director to the council and
 - b. External reports: periodic reports from auditors or other external experts for review by the council.
3. Each policy of the council in the Ends and Executive Limitations categories shall be classified by the council according to the frequency and method of monitoring.

Policy	Method	Frequency
Protection of assets	External Report (audit)	Annual
Financial condition	Internal Report	Every other month
	External Report (audit)	Annual
Budget	Internal Report	Every other month
	External Report (audit)	Annual
Indebtedness	Internal Report	When applicable
	External Report (audit)	Annual
Policy	Method	Frequency (continued)
Funded depreciation	External Report (audit)	Annual
Ends	Internal Report	Every other month
		Annual self-assessment
Employee protection	Internal Report	Annual
Council Awareness	Internal Report	When applicable

and information

Annually the council shall provide to the Executive Director an oral and a written evaluation of the performance of the past year, specifying areas in which the council is fully satisfied and any areas the council has concerns about. This evaluation will be based upon a summative examination of the previous regular monitoring data. Only the aspects of the organization which council policies address will be evaluated. This annual evaluation does not relieve the council of the responsibility to provide the Executive Director immediate feedback during the year should there be concerns about the Executive Director's performance in a policy area.

Executive Director Compensation and Benefits Policy

The council will pay its Executive Director for services without discrimination and within the context of fiscal responsibility to the organization.

1. Comparable compensation and benefits packages will be researched by a committee or an outside consultant at the discretion of the council.
2. The current benefit for a salaried staff employee of Psi Beta (not an employee contracted through a corporation) is a retirement contribution of 15% annual salary to a TIAA-CREF annuity.
3. The council will review the salary benefits at least triennially (2004, 2007) and more frequently if, in the opinion of the council, the addition of new responsibilities warrants such a review.
4. In March, in advance of the employee agreement extension date of July 1, the Psi Beta council shall begin evaluating the performance and considering additional compensation for the Executive Director of between 0% and 6%.

Calendar of Events:

- March 1 Council members receive summary evaluation form.
- April 1 Summative Report returned to Council President.
- May 1 Council President summarizes evaluations, composes annual report and communicates with the Executive Director and the Council.
- Annual Council Meeting
 - Evaluation feedback offered in a full session of the council.
 - Set next fiscal year salary.
 - Extend contract (appointment).

Executive Limitations

The Executive Director may neither cause nor allow any organizational practice that is imprudent, unethical, or illegal.

Council Awareness and Information

The Executive Director may not cause or allow the council to be uninformed or misinformed. Accordingly, the Executive Director shall not fail to:

1. Cause the council to be aware of relevant trends, activities of the organization, material external and internal changes, particularly changes in the assumptions upon which any policy has previously been established.
2. Submit the required monitoring data in a timely, accurate, and understandable fashion directly addressing provisions of the policies being monitored. Refer to Monitoring Executive Director Performance found on page 4.
3. Marshall as many staff and external points of view, issues, and options as needed for informed organizational choices.
4. Refrain from presenting information in unnecessarily complex or lengthy forms.
5. Inform the council if, in the Executive Director's opinion, the council is not in compliance with its own policies on Governance Process and Council-Executive Director Linkage, particularly in the case of council behavior that is detrimental to the work relationship between the council and the Executive Director.
6. Inform the council if, in the Executive Director's opinion, the organization is not in compliance with the laws of Tennessee and with the standards of the Association of College Honor Societies.
7. Provide a mechanism for official council, officer, or committee communications.
8. Deal with the council as a whole except when
 - a. Fulfilling individual requests for information,
 - b. Responding to officers or committees duly charged by the council,
 - c. Working with council members who are serving in a staff capacity.
9. Report in a timely manner any actual or anticipated non-compliance with any policy of the council.

Emergency Executive Director Succession

In order to protect the council from sudden loss of Executive Director services, the Executive Director may have no fewer than two other individuals familiar with council and Executive Director issues and processes. The following temporary transfer of responsibilities shall occur upon determination of permanent disability, death, or leave of absence (see Appendix A). The Executive Director shall not fail to prepare an annual revision.

Protection of Assets

The Executive Director will not allow corporate assets to be unprotected, inadequately maintained, or placed unnecessarily at risk. To prevent disrepair, excessive risks, untraceable transactions, or conflict of interest in the management of association resources, the Executive Director will not:

1. Permit any person who is not bonded to handle cash.
2. Subject plant and equipment to improper wear and tear or insufficient maintenance. Association property will be inventoried and adequate safeguards will be taken to prevent loss, damage, or theft of property.
3. Allow insurance coverage of chapter and offices supplies, publications inventory, and office equipment, furniture, or fixtures to fall below 80 percent of co-insurance level of replacement value.
4. Allow Psi Beta, its council or staff, to be unnecessarily exposed to claims of liability.
5. Allow any purchase of over \$10,000 without a method to ensure quality acquisitions are made without conflict of interest and with an initial written record of competitive prices, reviewed every 2-3 years for recurring services.
6. Allow an annual investment ratio that allows for more than 70 percent in equities for the restricted and unrestricted funds.
7. Allow any funds to be invested or held in instruments with an imprudent risk-to-return relationship.
8. Fail to protect intellectual property, information, and files from loss or significant damage.
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
10. Conduct the affairs of the organization without having a written reserve policy that will be conservative in nature.

Financial Condition

With respect to operating Psi Beta in a sound and prudent fiscal manner, the Executive Director may not jeopardize the long-term financial strength of Psi Beta or disrupt programmatic integrity. Accordingly, the Executive Director may not:

1. Allow actual allocations to deviate significantly from council priorities in Ends policies.
2. Fail to build up cash reserves on a gradual basis to 60 percent of the general operating budget.
3. Borrow from the donor restricted funds.
4. Deviate from standard financial practices (see Appendix B).

Budgeting

Budgeting for any fiscal period or the remaining part of any fiscal period shall not deviate significantly from Ends priorities, jeopardize fiscal integrity, or fail to show a generally acceptable level of foresight. Accordingly the Executive Director may not:

1. Cause or allow budgeting that contains too little information to enable accurate projection of revenues and expenses, separation of capital and operation items, cash flow and subsequent audit trails, and disclosure of planning assumptions.
2. Cause or allow budgeting that that sets aside less than 1.5 percent of gross income for capital improvements/replacements.
3. Cause or allow budgeting of expenditures that exceed conservatively projected revenue to be received in any fiscal year.
4. Provide less for council prerogatives than is set forth in the Cost of Governance Policy.

Council/Chapter Relationship

The chapters are chartered by the council to carry out the ends of the organization.

Delegation to the Chapters

To facilitate optimum effectiveness, the National Council of Psi Beta recognizes its responsibility as being generally confined to communicating the bylaw standards and the ends of the organization, leaving implementation and any reasonable interpretation of the standards and ends to the chapters and charters.

1. Only the council, by majority agreement, has authority over the chapter charters.
2. Policies about ends direct the chapters to achieve certain results; bylaw standards constrain the chapters to conduct the business of the organization within the limitations of the bylaws.
3. Authority for the relationship with the chapters is delegated through the Executive Director who is accountable to the council.
4. The Executive Director may use any reasonable interpretation of bylaw standards and ends policies to make decisions and take actions. The council may, by extending its policies, "un-delegate" areas of the Executive Director's authority, but will respect the Executive Director's choices so long as the delegation continues. This does not prevent the council from obtaining information about activities in the delegated areas.

Unity of Control

Ends policies of the council and the Psi Beta Bylaws are binding on the chapters. Accordingly, chapter bylaws will comply with the Bylaws and the ends policies of the council.

Accountability of Chapters

The chapter faculty advisor is the council's official link to operational achievement and conduct of the chapter; thus accountability of the chapter, as far as the council is concerned, is situated in the faculty advisor with appropriate linkage to chapter officers.

Chapters are expected to submit information requested by the Council.

Monitoring Chapter Performance

The council will track chapter performance by monitoring in such a way as to have systematic assurance of bylaw and policy compliance.

1. The council will monitor compliance with ends policies and bylaw standards to confirm that a reasonable interpretation was used.
2. Monitoring will occur by
 - a. Annual reports
 - b. Periodic review of chapter bylaws
 - c. Membership registrations

Chapter Limitations

The Chapter advisors and officers may not conduct the business of the organization in a manner that is illegal, unethical, imprudent, or in violation of Psi Beta or institutional policy. Because Psi Beta recognizes the importance of chapters in the development of empowered leaders through scholarship, research, leadership development, and community service, chapters shall not fail to self-monitor and be accountable with respect to the following.

Inclusion

Chapter affiliates will not fail to

1. Extend invitations for membership to all qualified individuals.
2. Establish non-discriminatory criteria for member recognition at the chapter level.
3. Establish local criteria for Psi Beta products that are consistent with national guidelines.

Risk Management

It is policy that chapters and members may not possess, sell, use and/or consume alcoholic beverages or any illegal drugs or controlled substances at any chapter sponsored or endorsed event. No chapter may conduct activities that create embarrassment, harassment, or ridicule, nor any other activities which are not consistent with the regulations and policies of the educational institution. Chapter leadership shall not fail to use Psi Beta's written risk management policies that address alcohol and drug consumption, sexual harassment, health and safety, and abuse.

Chapter Integrity

The chapter shall not fail to

1. *Implement activities demonstrating commitment to the scholarship, research, leadership development and community service agenda of the organization;*
2. *Conduct themselves in an ethically, morally, and socially responsible manner;*
3. *Provide an orientation to new or prospective members and new officers.*

Chapter Management

It is not acceptable for the chapter leadership to fail to

1. Devise and adhere to a written plan of action for the chapter's activities in each academic year, including at least one activity that promotes scholarship, research, leadership development and community service; suggestions appear in the chapter Handbook under Activities.
2. Maintain records of chapter (see Officers section of Handbook)
 - a. Membership

- b. Activities
- c. Income and allocation of funds;
- 3. Plan for income and expenditures and the long-term consequences to the financial security of the chapter;
- 4. Develop and maintain chapter bylaws and file the most recent copy with the national office

Chapter Support

A chapter may not fail to

- 1. Have an advisor to provide guidance including oversight of Psi Beta and institutional policies;
- 2. Establish criteria to recognize exemplary advisors;
- 3. Provide for the continuity of the chapter.

Council Process

The Psi Beta National Council (Board of Directors) represents all owners. The duty of the Psi Beta Council is to achieve its mission in a prudent, effective, ethical, and legal manner.

Council Job Description (Perpetual Agenda)

The council is responsible for the achievement of the Psi Beta mission in ways that are:

- 1. Unique to its trusteeship role by connecting the organization with its ownership.
- 2. Necessary for proper governance. This is accomplished by writing and reviewing
 - a. Ends (what benefits?...for whom?...at what cost?)
 - b. Council/Executive Director Relations
 - c. Executive Limitations (prudence, ethical, and legal limitations binding upon the EXECUTIVE DIRECTOR)
 - d. Council/Chapter Relations
 - e. Chapter Limitations (prudence, ethical, and legal limitations binding upon chapters).
 - f. Council Process (how the council carries out its task).
- 3. Requisite to effective management of Psi Beta through guidance and evaluation of the Executive Director.

Relationship of Council to Society Ownership

The ownership of Psi Beta shall be perceived conceptually as all members. The council represents all the members of the Society, not specific groups among the membership. Diversity is inherent in the membership of Psi Beta and that diversity has many definitions. The council is not a repository of diversity but serves as a channel for expression of the membership's diversity (breadth of experience, knowledge, culture, etc.). Therefore, the council shall educate itself regarding the values held by the members it represents and shall act always under the influence of those values. The council may facilitate its education by:

- 1. Reviewing reports prepared by chapters and advisors.
- 2. Studying responses to member surveys and comments by key informants.
- 3. Communicating with elected representatives (State Liaisons and Chapter Delegates).

4. Monitoring the demand for and utilization of services.

The council shall communicate periodically with the ownership on its stewardship. At least once each year, the council shall disseminate a statement of its values and give an accounting of its financial resources and the extent to which these funds have been translated into services.

The schedule for linkage with the members shall include the following:

1. Annual grass root survey to state liaisons, faculty advisors and chapter delegates.
2. Annual national meeting with programs for members.
3. Every five years a mail questionnaire and focus groups (2005, 2010, 2015).

Council Composition

The council must be comprised of visionary leaders in the field who will further the mission of Psi Beta. The council will guide the nominating committee to assure that potential visionary leaders are identified and mentored. So that potential council members are committed to a policy-directed governance system, they should be oriented.

Governing Philosophy

The council will approach its task in a way that emphasizes strategic leadership more than administrative detail, clear distinction of council and staff roles, a future orientation, and pro-activity rather than reactivity. The central challenge of the group of individuals comprising the council is to convert many divergent views into a single official view. On any issue, the council must elicit as much diversity as possible to ensure that it is adequately considering the range of views held by the ownership. Yet these divergent views must be resolved into a single organizational position, spoken with one voice. In this spirit, the council will:

1. Sustain its major involvement in the intended long-term impact of the organization, not with the administrative or programmatic means of attaining those effects.
2. Direct, oversee, and inspire the organization through the careful deliberation and establishment of policies. Policies will be statements of values or strategies that address Ends (what benefits?...for whom?...at what cost?), Council/Executive Director Relations, Executive Limitations, Council/Chapter Relations, Chapter Limitations and Council Process.
3. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, policy-making principles, respect of clarified roles, speaking with one voice, and self-policing of council tendencies to stray from rigorous governance.
4. Be the sole authority over its own agenda.
5. Exercise restraint, in accordance with the council's commitment to enforce upon itself whatever discipline is needed to govern with excellence (Appendix E). The council will only allow itself to address a topic after it has answered these questions:
 - a. Whose issue is this? Is it the council's issue or the EXECUTIVE DIRECTOR's?

- b. Has the council dealt with this subject in a policy? If so, what has the council already said on this subject and how is this issue related? If the council has already addressed the matter, does the council wish to change what it has already said?
- c. If the matter is several levels below council level, what is the broadest way to address this issue so that it is still under existing council policy? Does that policy suffice to deal with our concern?

It is out of order for council members to talk about content until these questions of appropriateness are settled.

- 6. Be accountable to the membership for competent, conscientious, and effective accomplishment of its obligations as a body.
- 7. Be an initiator of policy and responsible for its own performance (Appendix E).

Cost of Governance

Because poor governance costs more than learning to govern well, the council will invest in its governance capacity. Accordingly council skills, methods, and supports will be sufficient to assure governing with excellence.

- 1. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
- 2. Outside monitoring assistance will be arranged so that the council can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit or compilation.
- 3. Outreach mechanisms will be used as needed to ensure the council's ability to listen to owner viewpoints and values.

Roles of Council Members

If council members should assume staff roles, they will function under the direction of the EXECUTIVE DIRECTOR. When assuming these staff roles, they will take care to serve as staff members rather than council members. The EXECUTIVE DIRECTOR shall be required to attend all meetings of the National Council.

Role of Council President

The President assures the integrity of the council's process and, secondarily, occasionally represents the council to outside parties. Accordingly:

- 1. The job result of the president is that the council behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be only those issues that, according to council policy, clearly belong to the council to decide, not to the EXECUTIVE DIRECTOR.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 2. The authority of the president consists in making decisions that fall within topics covered by council policies on Governance Process and Council/EXECUTIVE DIRECTOR Linkage, with the exception of (a) employment or termination of an EXECUTIVE DIRECTOR and (b) where the council specifically delegates portions of

this authority to others. The president is authorized to use any reasonable interpretation of the provisions in these policies.

- The president is empowered to chair council meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
- The president has no authority to make decisions about policies created by the council within Ends and Executive Limitations policy areas. Therefore, the president has no authority to supervise or direct the EXECUTIVE DIRECTOR.
- The president may represent the council to outside parties in announcing council-stated positions and in stating president decisions and interpretations within the area delegated.
- The president may delegate this authority, but remains accountable for its use.

Council Member's Code of Conduct

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

1. Members must have loyalty to the ownership, not conflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvement with other organizations, with vendors, or any associations that might be or might reasonably be seen as being in conflict.
 - b. When the council is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall abstain without comment from not only the vote, but also from deliberation.
 - c. Council members will not use their council position to obtain employment in the organization for themselves, family members, or close associates. Any council member applying for employment must first resign from the council.
3. Council members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the EXECUTIVE DIRECTOR or with staff must recognize the lack of authority vested in individuals except when explicitly council authorized.
 - b. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any council member to speak for the council except to repeat explicitly stated council decisions.
 - c. Except for participation in council deliberation about whether reasonable interpretation of council policy has been achieved by the EXECUTIVE DIRECTOR, members will not express individual judgments of performance of employees of the EXECUTIVE DIRECTOR.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for council deliberation.

Ends Agenda

To accomplish its job products with a governance style consistent with council policies, the council will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves council performance through council education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the council's most recent statement of long-term Ends.
2. The cycle will start with the council's development of its agenda for the next year. Vice-presidential consultations with State Liaisons, Chapter Delegates or other methods of gaining ownership input will be determined and arranged in the first quarter to be held during the balance of the year.
3. Throughout the year, the council will attend to consent agenda items as expeditiously as possible.
4. EXECUTIVE DIRECTOR monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

Council Member Reimbursement

In order to represent the ownership, it is necessary for the council to travel and incur expenses for council meetings. In conducting its work the council will impose upon itself such written procedures to ensure that it is effectively using Psi Beta funds. Such council expenses will be reimbursed by Psi Beta.

Release of Information

All announcements of Psi Beta's program of work, activities, and positions on matters of public concern shall be issued by the EXECUTIVE DIRECTOR. All Psi Beta publicity releases shall be issued by the EXECUTIVE DIRECTOR.

Use of the Task Force

The council may, from time to time, establish a task force to help carry out its responsibilities. To preserve council holism, task forces will be used sparingly, only when other methods have been deemed inadequate.

1. The task force will be given a specific task and a target date for completion of the task. The authority to complete the assignment will be carefully stated to clarify whether the task force reports to the council or is filling a staff function and reports to the EXECUTIVE DIRECTOR.
2. The task force may not speak or act for the council unless formally given such authority for specific and time-limited purposes.
3. The duty of a council task force is to help the council do its job. Task forces will assist the council chiefly by preparing policy alternatives and implications for council deliberations. The council will not impede its direct delegation to the Executive Director by requiring approval of a council task force before an EXECUTIVE DIRECTOR action.
4. A task force may also be established to complete a staff function. These task forces will operate under the direction of the EXECUTIVE DIRECTOR.

Task Force to Select a New EXECUTIVE DIRECTOR

The task force to select a new EXECUTIVE DIRECTOR for Psi Beta shall be comprised of the president, who shall serve as the task force president, the president-elect, the past president, a chapter faculty advisor, and one student member. The president of the task force shall vote in case of a tie. The task force shall ensure that federal equal opportunity guidelines are followed in the search and selection process (see Appendix C).

Committees

The Bylaws designate the Executive/Finance and Nominating Committees. The Council designated the Standing Committees, which are: Allyn & Bacon, APA, APS, DP2kB, Web Site, Funding Resources/Marketing, and Presidents Circle.

Council Member Committee Principles

Council committees, when used, will be assigned so as to reinforce the wholeness of the council's job and so as never to interfere with delegation from council to EXECUTIVE DIRECTOR. Accordingly:

1. Council committees are to help the council do its job, not to help or advise the staff. Committees ordinarily will assist the council by preparing policy alternatives and implications for council deliberation. In keeping with the council's broader focus, council committees will normally not have direct dealings with current staff operations.
2. Council committees may not speak or act for the council except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the EXECUTIVE DIRECTOR.
3. Council committees cannot exercise authority over staff. Because the EXECUTIVE DIRECTOR works for the full council, the EXECUTIVE DIRECTOR will not be required to obtain approval of a council committee before an executive action.
4. Council committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a council committee which has helped the council create policy on some topic will not be used to monitor organizational performance on that same subject.
5. This policy applies to any group which is formed by council action, whether or not it is called a committee and regardless whether the group includes council members. It does not apply to committees formed under the authority of the EXECUTIVE DIRECTOR.

State Liaisons

The council may appoint State Liaisons to help carry out its responsibilities. State Liaisons should be active Psi Beta faculty advisors. There are no limitations on the duration of service as a State Liaison.

State Liaisons will contact the faculty advisor of each active and short-term inactive chapter in his/her state during the first and last quarters of the academic year, at least, via email or telephone to ask about concerns, needs, praises and ideas for improving

the service to chapters. Questions for surveys can be submitted by the Council, EXECUTIVE DIRECTOR or Director of Chapter Relations.

State Liaisons report to their regional vice-presidents and will represent the faculty advisors.

The EXECUTIVE DIRECTOR will provide information annually on the Council's ends, policies, surveys to the State Liaisons.

The State Liaison's function is to get the "feel of the grass roots" about Psi Beta's present and future goals.

Chapter Delegates Process

The Chapter Delegate represents all owners. The ownership of Psi Beta shall be perceived conceptually as all members. The Chapter Delegates represent all the members of Psi Beta. Each active chapter will have an active student member chapter delegate to represent the active chapter's membership. Each active alumni chapter may have a chapter delegate. Chapter delegates will need access to the Internet and email.

Job Description

The Chapter Delegates have ultimate authority for:

1. Submitting chapter votes, which includes Amending the Bylaws and national elections
2. Suggesting priorities for ends, and
3. Approving resolutions to guide achievement of ends (see Appendix D).

The Chapter Delegates are responsible for communicating the values (what's important) and perspectives (points of view) of the membership for identification of the ends of the organization (what benefits, for whom, and at what cost in terms of priorities not dollars). The Mega-end is the broadest of organizational ends, and the Ends express the various categories of needs to be met.

Relationship of the Chapter Delegates to the National Council and Executive Director

The primary job of both the Chapter Delegates and the National Council is exploration of vision – preoccupation with the future and with ends.

The National Council's Executive Committee has general supervision of the Society between meetings of the National Council and is vested with full power to conduct all business of the Society between meetings of the National Council.

The National Council has a responsibility to report to the Chapter Delegates on its supervisory and fiduciary responsibilities, to write the ends policies, and to monitor the values and perspectives of members—the owners of Psi Beta.

The Council has the responsibility for providing the Student Delegates with the information to do their job.

Appendix A

Temporary Transfer of Executive Director Responsibilities

The following temporary transfer of responsibilities shall occur upon determination of permanent disability, death, or leave of absence:

- Executive authority and Executive Director search President, until such time as an acting Executive Director is appointed.
- Financial responsibilities Tim Stees (CPA) 423-894-7400
- Check signing responsibility Tim Stees (CPA) or AmSouth Bank
- Cash assets AmSouth Bank, SunTrust Bank, Bank of America, CPA
- Membership/Chapter Relations Office management Michael McEwen
- Programming efforts President-elect
- *Psi Beta Newsletter* Presidents Circle, Donna & Michael McEwen
- Computer network, Internet and software systems, and word processing SyCom Services

Appendix B

Disallowed Deviations from Standard Accounting Practice

The Executive Director may not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.
3. Use any long-term reserves.
4. Fail to settle payroll and debts in a timely manner.
5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
6. Acquire, encumber, or dispose of real property.
7. Fail to aggressively pursue receivables after a reasonable grace period.

Appendix C

Process to Select a New Executive Director

In selecting a new Executive Director, the committee shall

1. Develop a statement that includes
 - a. Description of the duties of the EXECUTIVE DIRECTOR
 - b. Qualifications including, but not limited to the following
 - Educational background
 - Successful association management and fund raising experience
 - Skills as administrator/planner/leader
 - People skills
 - Ability to develop a staff to serve the unique needs of PSI BETA
 - Ability to work with voluntary membership
 - Written and oral communication skills
 - Capacity to serve as editor
 - Creativity and imagination
 - Interest in the mission of PSI BETA
 - c. List of candidate materials for review
2. Develop salary and benefits guidelines
3. Prepare and distribute position announcement and application procedures
4. Prepare rating instrument for screening and interviewing candidates
5. Develop a packet of information for candidates selected for interviewing. The packet should include, but not be limited to, the following:
 - a. History and background of Psi Beta,
 - b. Bylaws,
 - c. Policies and procedures, including ends policies, executive means limitations, council process, council/staff relations,
 - d. Budget and financial condition,
 - e. Membership statistics,
 - f. Current and projected services and activities,
 - g. Vision, mission, and future planning,
 - h. Employment agreement, including benefits,
 - i. Other considerations (e.g., projected decision and employment dates, etc.)
6. Send copy of all materials to other council members for their information

7. Select a pool of potential executive talent from
 - a. Recommendations of resigning EXECUTIVE DIRECTOR
 - b. Within the staff, if feasible
 - c. Referrals from American Society of Association Executives and or Allied Societies
 - d. Applications from announcements
 - e. Referrals from employment agency or search firm

8. Conduct the following selection process:
 - a. Distribute position announcements and request applications, resumes, and references
 - b. Rate candidates and select those to be interviewed
 - c. Inform the council who will be interviewed and give a brief background of each candidate
 - d. Select site and date and arrange for interviewing
 - e. Prepare an interview schedule to assure equitable treatment of all candidates and also include opportunities for additional committee and candidate questions
 - f. Prior to the close of the interview, assure that the candidate is aware of all requirements for the position, employment conditions and remuneration, and scope and purpose of Psi Beta
 - g. Ascertain that the candidate wants and will accept the position
 - h. Make a determination on first choice and notify the council
 - i. Notify the candidate and secure acceptance
 - j. Prepare employment agreement
 - k. Prepare and submit news releases

Appendix D -- Psi Beta Resolution Process

Purposes of Resolutions

Adopted resolutions are used to guide

- Program themes,
- Publications,
- Awards, grants, scholarships, and
- Organizational governance.

Proposals

A resolution pertinent to the mission and goals of Psi Beta can be proposed by

- Campus and alumni chapters through Chapter Delegates,
- State Liaisons,
- National officers,
- National committees, and
- Individual members.

Resolutions are worded in a format that includes a

1. Short informative title and a
2. Brief narrative description (not to exceed one page) including
 - Background,
 - Relationship to ends and strategies,
 - Position statement,
 - Proposed action,
 - Financial impact, and
 - Time frame for the duration of the resolution.

Approval Process

A resolution is proposed to the National Council through the National Office and approved by the National Council. Resolutions approved by the National Council are sent to the Chapter Delegates, who must record the majority vote taken at an announced chapter meeting. An approval requires a majority of the Chapters' votes through their Chapter Delegates.

Implementation Process

When a resolution is adopted, an implementation plan is developed by the

- National Council,
- Standing or special committee, or
- Appointed member.

Accountability

A matrix of impact areas and planned activities is developed by the National Council and used by them to assess the implementation of the resolution and report to the membership.

Appendix E - Psi Beta Council Self-Assessment Process

The council's discussion should center on (1) its products, (2) the outcome of its work and its process, or (3) conduct and behavior. The council should compare its actions with what it said it was going to do.

	Satisfactory	Unsatisfactory	Comments
Linkage with the owners			
Has the council identified the owners? Who are they?			
Has the council stated how it will be a link/ bridge with the owners?			
Have the linkages given the council the information need Executive Director to represent the owners?			
Have the ends of the organization been shaped by the owners?			
Has the council told the owners what they said?			
Policy Development			
Did the council limit itself to policymaking?			
Is the council content with what it has produced in these areas?			
Were the councils' information need met for policymaking?			
What would the council like to do differently?			
Monitoring Performance			
Has the council set performance standards?			
Has the council established a monitoring system for determining performance?			
Does the monitoring system satisfy the council's need to be accountable?			
Council Process			
Did the council follow its own process in discussing issues and setting policy			
In its activity at the meeting and the actions it took, did the council live up to its own standards as expressed in its policies?			
Has the council answered the 3 criteria for addressing a topic: Whose issue is it? Has the council dealt with this in a policy? What is the broadest way to deal with this policy?			

Adapted from Exhibit 8.4 in Oliver, C. (1999). The Policy Governance Fieldbook. San Francisco: Jossey-Bass.

Appendix F – Director of Chapter Relations

The council will budget for a contracted Director of Chapter Relations to report to the EXECUTIVE DIRECTOR.

Criteria

- Positive thinker who puts customer service as priority.
- Writes and speaks well. Sense of humor. Likes people.
- Computer savvy.

Responsibilities

- Responds to emails and telephone calls from chapters on a timely basis.
- Helps advisors with registrations and orders, as needed. Encourages and guides advisors to use the Psi Beta Web site.
- August sends email to all chapters to update chapter and advisor information.
- August and September calls all active chapters that did not register during the preceding year, to update chapter and advisor information and to encourage them to register new members.
- Chapter Handbook, information and forms. In August prepares and publishes chapter handbook for Web site and CD production. Packages and mails CDs to active chapters in September.
- September and October. Calls all short-term inactive chapters to update chapter and advisor information and to encourage them to register new members. Mails CD to chapters who register new members.
- November. Calls all long-term inactive chapters to update chapter and advisor information and to encourage them to register new members. Invoices for Re-activation fee and mails CD after receiving fee.
- Updates database, as new information is received. Reports to EXECUTIVE DIRECTOR about results.
- Follows up on open invoices to chapters that purchase with Purchase Orders. Sends statements monthly.