

# KAPPA OMICRON NU

## Mega-End



The mission of Kappa Omicron Nu is  
**empowered leaders**  
who use an integrative approach to enhance quality of living

- 1.1 Excellence in scholarship, leadership and research
  - 1.1.1 Scholarship
    - Recognition
    - Reward
    - Advancement of components of scholarship
  - 1.1.2 Leadership
    - Advancement of components of leadership
    - Enhanced awareness of and adaptability to diverse perspectives
    - Recognition
    - Reward
  - 1.1.3 Research
    - Advancement of, recognition and reward for:
      - Undergraduate research
      - The theory and practice of the integrative approach in human systems as related to quality of living
      - The knowledge base of quality of living
    - Accessibility of the body of work
- 1.2 Strong affiliation networks that develop scholars, researchers, and leaders

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

### **Glossary of Terms**

- **Integrative approach** includes but is not limited to cross-discipline, cross-specialization, cross-functional perspectives.
- **Student scholarship** is demonstrated academic achievement, ethical action, critical thinking, context-based learning, service learning.
- **Professional scholarship** is demonstrated ethical action, critical thinking, academic achievement, and excellence in discovery, engagement, and/or teaching.
- **Leadership** is demonstrated application of the reflective human action model.
- **Affiliation networks** include KON chapters, other boards, and other honor societies

## Board/Executive Director Relationship

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

### Delegation to the Executive Director

To facilitate optimum effectiveness, the board of directors of Kappa Omicron Nu recognizes its responsibility as being generally confined to establishing governing policies, leaving implementation and any reasonable interpretation of policies, within executive limitations, to the ED.

1. Only the board, by majority agreement, has authority over the ED.
2. Policies about ends direct the ED 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 board authority delegated to staff is delegated through the ED who is accountable to the board.
4. The ED may use any reasonable interpretation of board policies to make decisions, take actions, and develop activities. The board may, by extending its policies, "undelegate" areas of the ED's authority, but will respect the ED's choices so long as the delegation continues. Delegation does not prevent the board from obtaining information about activities in the delegated areas.

### Unity of Control

Only officially passed motions of the board are binding on the ED. Accordingly:

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

### Accountability of Executive Director

The ED is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the ED. Accordingly:

The board will never give instructions to persons who report directly or indirectly to the ED.

The board will not evaluate, either formally or informally, any staff other than the ED.

The board will view ED performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and avoidance of board proscribed means will be viewed as successful ED performance.

### Monitoring Executive Director Performance

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

1. The board will monitor the ED's performance of Kappa Omicron Nu policies that it has addressed in explicit statements. The purpose of monitoring is to determine if board 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 ED to the board and
  - b. External reports: periodic reports from auditors or other external experts for review by the board.
3. Each policy of the board in the Ends and Executive Limitations categories shall be classified by the board according to the frequency and method of monitoring.

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>
Protection of assets	External Report (audit)	Annual
Financial condition	Internal Report	Semi-Annual
	External Report (audit)	Annual
Budget	Internal Report	Semi-Annual
	External Report (audit)	Annual
Indebtedness (App. B)	Internal Report	When applicable
	External Report (audit)	Annual
Funded depreciation	External Report (audit)	Annual

<u>Policy</u>	<u>Method</u>	<u>Frequency (continued)</u>
Ends	Internal Report	Semi-Annual (July 1 & Nov 1) Annual Board Assessment (Jan)
Employee protection	Internal Report	Annual
Board Awareness and information	Internal Report	When applicable

Annually the board shall provide to the ED an oral and a written evaluation of the performance of the past year, specifying areas in which the board is fully satisfied and any areas the board 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 board policies address will be evaluated. This annual evaluation does not relieve the board of the responsibility to provide the ED immediate feedback during the year should there be concerns about the ED's performance in a policy area.

### Executive Director Compensation and Benefits Policy

The board will pay its ED fair market value 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 board on a triennial basis.
2. The board will review the salary benefits at least triennially (2002, 2005, 2008) and more frequently if, in the opinion of the board, the addition of new responsibilities warrants such a review.
3. In January, in advance of the employee agreement extension date of August 1, the Kappa Omicron Nu board shall consider additional compensation for the ED of between 1% and 6%. (The contract year begins October 1; in order to comply with the contract, the decision not to automatically extend contract must be communicated on or before August 1.)

#### Calendar of Events:

- Nov. 1 Board members receive summary evaluation form.
- Nov. 15 Summative Report returned to Board Chair.
- Dec. 1 Board Chair summarizes evaluations, composes annual report and communicates with the ED and the Board.
- January Board Meeting

Evaluation feedback offered in a full session of the board.  
Set next fiscal year salary.  
Extend contract.

## Executive Limitations

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

### Board Awareness and Information

The ED may not cause or allow the board to be uninformed or misinformed. Accordingly, the ED shall not fail to:

1. Cause the board 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 3.
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. Advise the board if, in the ED opinion, the board is not in compliance with its own policies on Governance Process and Board-ED Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the ED.
6. Advise the board if, in the ED opinion, the organization is not in compliance with the laws of Michigan and with the standards of the Association of College Honor Societies.
7. Provide a mechanism for official board, officer, or committee communications.
8. Deal with the board as a whole except when
  - a. Fulfilling individual requests for information,
  - b. Responding to officers or committees duly charged by the board,
  - c. Working with board members who are serving in a staff capacity.
9. Report in a timely manner any actual or anticipated ED non-compliance with any policy of the board.
10. Attend all meetings of the Board of Directors.

### Emergency Executive Director Succession

In order to protect the board from sudden loss of ED services, the ED may have no fewer than two other individuals familiar with board and ED 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 ED shall not fail to prepare an annual revision of Appendix A. The ED shall not fail to prepare an annual revision of the operational handbook.

### Protection of Assets

The ED 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 ED will not:

1. Allow any one individual to have complete authority over a financial transaction.
2. Permit any person who is not bonded to handle cash.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance. Association property will be inventoried, and a security system will be in place to ensure adequate safeguards to prevent loss, damage, or theft of property.
4. 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.
5. Allow Kappa Omicron Nu, its board or staff, to be unnecessarily exposed to claims of liability.
6. Allow any purchase of over \$10,000 without a method to ensure quality acquisitions without conflict of interest; or allow any purchase of over \$5,000 without an initial written record of competitive prices, reviewed every 2-3 years for recurring services.
7. Allow an annual investment ratio that allows for more than 70 percent in equities for the restricted and unrestricted funds.
8. Allow any funds to be invested or held in instruments with an imprudent risk-to-return relationship.
9. Fail to protect intellectual property, information, and files from loss or significant damage.
10. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission.
11. Conduct the affairs of the organization without having a written reserve policy which will be conservative in nature.

### Financial Condition

With respect to operating Kappa Omicron Nu in a sound and prudent fiscal manner, the ED may not jeopardize the long-term financial strength of KON or disrupt programmatic integrity. Accordingly, the ED may not:

1. Allow actual allocations to deviate significantly from board 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).
5. Fail to provide for funded depreciation.

### 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 ED 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 board prerogatives than is set forth in the Cost of Governance Policy.

### Employee Protection

The ED will not allow inhumane, unfair, or undignified treatment of paid or unpaid staff. Accordingly the ED may not:

1. Operate without written personnel rules that clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for non-disruptive expression of dissent.
3. Prevent staff from grieving to the board when internal grievance procedures have been exhausted and the employee alleges that board policy has been violated to his or her detriment.
4. Fail to acquaint staff with the ED's interpretation of their protections under this policy.

### Employee Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the ED shall not cause or allow jeopardy to fiscal integrity or public image. Further, without limiting the scope of the foregoing by this enumeration, the ED shall not:

1. Change own compensation and benefits, except when benefits are consistent with a package for all other employees.
2. Promise or imply guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations including those that incur unfunded liabilities.
6. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
7. Allow any employee to lose benefits already accrued from any foregoing plan.
8. Treat the ED differently from other key employees.

## Board/Chapter Relationship

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

### Delegation to the Chapters

To facilitate optimum effectiveness, the board of directors of Kappa Omicron Nu recognizes its responsibility as being generally confined to communicating the constitutional 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 board, by majority agreement, has authority over the chapter charters.
2. Policies about ends direct the chapters to achieve certain results; constitutional standards constrain the chapters to conduct the business of the organization within the limitations.
3. Authority for the relationship with the chapters is delegated through the ED who is accountable to the board.
4. The ED may use any reasonable interpretation of constitutional standards and ends policies to make decisions and take actions. The board may, by extending its policies, “undelegate” areas of the ED’s authority, but will respect the ED’s choices so long as the delegation continues. Delegation does not prevent the board from obtaining information about activities in the delegated areas.

### Unity of Control

Ends policies of the board and the Kappa Omicron Nu Constitution are binding on the chapters. Accordingly, chapter bylaws will comply with the Constitution and the ends policies of the board.

### Accountability of Chapters

The chapter adviser is the board’s official link to operational achievement and conduct of the chapter; thus accountability of the chapter, as far as the board is concerned, is situated in the adviser with appropriate linkage to chapter officers.

Chapters are expected to submit information requested by the Board.

### Monitoring Chapter Performance

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

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

### Chapter Limitations

The Chapter Board may not conduct the business of the organization in a manner that is illegal, unethical, imprudent, or in violation of Kappa Omicron Nu or institutional policy. Because Kappa Omicron Nu recognizes the importance of chapters in the development of empowered leaders through scholarship, research, and leadership development, 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 KON products that are consistent with national guidelines found in the Chapter Handbook.

#### Risk Management

Chapter leadership shall not fail to have a written risk management policy that addresses alcohol and drug consumption, sexual harassment, health and safety, and abuse.

### Chapter Integrity

The chapter shall not fail to

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

### 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 and leadership development; suggestions appear in the Chapter Handbook.
2. Maintain records of chapter
  - 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.
5. Use Chapter Benchmarks (Appendix I) to assess chapter support, development, and learning.

### Chapter Support

A chapter may not fail to

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

## Board Process

The Kappa Omicron Nu Board of Directors represents all owners. The duty of the Kappa Omicron Nu Board is to achieve its mission in a prudent, effective, ethical, and legal manner.

### Board Job Description

The Board's job description is its perpetual agenda, from which it develops annual and meeting agendas (Appendix H).

The board is responsible for the achievement of the Kappa Omicron Nu 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 (annually) governing policies that concern
  - a. Ends (what benefits?...for whom?...at what cost?)
  - b. Board/Executive Director Relations
  - c. Executive Limitations (prudence, ethical, and legal limitations binding upon the ED)
  - d. Board/Chapter Relations
  - e. Chapter Limitations (prudence, ethical, and legal limitations binding upon chapters).
  - f. Board Process (how the board carries out its task).
  - g. Assembly of Delegates Process
3. Requisite to effective management of Kappa Omicron Nu by assuring staff performance (through guidance and evaluation of the executive director).
  - a. Each Board member will review Executive Director Reports; if concerns are identified, communicate them to the Board Chair.
  - b. Each Board member is obligated to provide input for the annual review of the Executive Director.

### Relationship of Board to Society Ownership

The ownership of Kappa Omicron Nu shall be perceived conceptually as all members of the society. The board represents all the members, not specific groups among the membership.

Diversity is inherent in the membership of KON and that diversity has many definitions. The board 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 board shall educate itself regarding the values held by the members it represents and shall act always under the influence of those values. The board 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.
4. Monitoring the demand for and utilization of services.

The board shall communicate periodically with the ownership on its stewardship. At least once each year, the board 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 advisers, administrators, chapter presidents, alumni members, and/or exhibit visitors.
2. Biennial Conclave Forum and Dialogue survey.
3. Every five years a mail questionnaire and focus groups (2008, 2013).

### Board Composition

The board must be comprised of visionary leaders in the field who offer diverse perspectives, expertise, and skills that further the mission of the Society. The board will guide the nominating committee to assure that potential visionary leaders are recruited. So that potential board members are committed to a policy-directed governance system, they should be oriented and mentored accordingly.

### Governing Philosophy

The board will approach its task in a way that emphasizes strategic leadership more than administrative detail, clear distinction of board and staff roles, a future orientation, and proactivity rather than reactivity. The central challenge of the group of the board is to converge many divergent views. On any issue, the board 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 board will:

1. Sustain its major focus on the intended long-term impact of the organization, not with the administrative or programmatic means of attaining those effects.
2. 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?), Board/Executive Director Relations, Executive Limitations, Board/Chapter Relations, Chapter Limitations, Board Process, and Assembly of Delegates 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 board tendencies to stray from rigorous governance. (Self-Assessment, Appendix E)
4. Be the sole authority over its own agenda, which is based upon the perpetual agenda (Appendix H).
5. Exercise restraint, in accordance with the board's commitment to enforce upon itself whatever discipline is needed to govern with excellence (Appendix E). It is out of order for board members to talk about content until the following questions of appropriateness are adequately discussed and settled:
  - a. Whose issue is this? Is it the board's issue or the ED's?
  - b. Has the board dealt with this subject in a policy? If so, what has the board already said on this subject and how is this issue related? If the board has already addressed the matter, does the board wish to change what it has already said?
  - c. If the matter is several levels below board level, what is the broadest way to address this issue so that it is still under existing board policy? Does that policy suffice to deal with our concern?
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 & F).

### Cost of Governance

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity. Accordingly board 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 board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
3. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.

### Staff Roles of Board Members

When board members assume staff roles, they will function under the direction of the ED (i.e., they will take care to serve as staff members rather than board members).

Even though the ED is not a board member, the ED shall be required to attend all meetings of the Board of Directors.

### Role of Board Chair

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

1. The board 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 board policy, clearly belong to the board to decide, not to the ED.
  - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and to the point.
2. The authority of the chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board/ED Linkage, with the exception of (a) employment or termination of an ED and (b) where the board specifically delegates portions of this authority to others. The chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - a. The chair is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).

- b. The chair has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chair has no authority to supervise or direct the ED.
- c. The chair may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated.
- d. The chair may delegate authority, but remains accountable for its use.

### Board Member's Code of Conduct

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

1. Members must have loyalty to the ownership and avoid conflicts caused by loyalties to staff, other organizations, and any personal interests.
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 board 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. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. Any board member applying for employment must first resign from the board.
3. Board members may not attempt to exercise individual authority over the organization.
  - a. Members' interaction with the ED or with staff must recognize the lack of authority vested in individuals except when explicitly board authorized.
  - b. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
  - c. Except for participation in board deliberation about whether reasonable interpretation of board policy has been achieved by the ED, members will not express individual judgments of performance of employees of the ED.

4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for board deliberation.

### Ends Agenda

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

1. The cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.
2. The cycle will start with the board's development of its agenda for the next year.
  - a. Consultations with selected groups in the ownership, 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.
  - b. Governance education, and education related to Ends determination (e.g., presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.
3. Throughout the year, the board will attend to requests from the ED as expeditiously as possible.
4. If policy violations have been identified or policy criteria are to be discussed, non-compliance by board members or ED shall be included on the Board agenda.

### Board Member Reimbursement

In order to represent the ownership, it is necessary for the board to travel and incur expenses. In conducting its work the board will impose upon itself such written procedures to ensure that it is effectively using Kappa Omicron Nu funds. Such board expenses will be reimbursed by KON.

### Release of Information

All announcements of KON's program of work, activities, and positions on matters of public concern shall be issued by the ED. All KON publicity releases shall be issued by the ED.

### Use of the Task Force

The board may, from time to time, establish a task force to help carry out its responsibilities. To preserve board 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 board or is filling a staff function and reports to the ED.
2. The task force may not speak or act for the board unless formally given such authority for specific and time-limited purposes.
3. The duty of a board task force is to help the board do its job. Task forces will assist the board chiefly by preparing policy alternatives and implications for board deliberations. The board will not impede its direct delegation to the Executive Director by requiring approval of a board task force before an ED action.
4. A task force may also be established to complete a staff function as board members and KON members assume staff roles. These task forces will operate under the direction of the ED.

### Task Force to Select a New ED

The task force to select a new ED for Kappa Omicron Nu shall be comprised of the Board of Directors chair, who shall serve as the task force chair, the chair-elect, the first vice chair, a chapter adviser, and one student board member. The chair 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). The task force shall report to the Board of Directors.

Prior to advertising, the task force will review and make recommendations to the Board regarding necessary revisions to the Policy Governance Handbook to ensure that all policy is appropriately stated for the transition to a new Executive Director.

### Standing Committees

The Constitution designates Standing Committees. The Constitution and Nominating Committees are board committees. The Awards and Editorial Committees are staff committees.

### Board Member Committee Principles

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to ED. Accordingly:

1. Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the board 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 ED.
3. Board committees cannot exercise authority over staff. Because the ED works for the full board, the ED will not be required to obtain approval of a board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee which has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the ED.

### Assembly of Delegates Process

The Assembly of Delegates represents all owners. The ownership of Kappa Omicron Nu shall be perceived conceptually as all members. The Assembly represents all the members of KON, not specific groups among members (e.g., student or professional members).

#### Job Description

The Assembly of Delegates has ultimate authority for:

1. Amending the Constitution
2. Suggesting priorities for ends, and
3. Approving resolutions to guide achievement of ends (see Appendix D).

The Assembly is 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 Assembly of Delegates  
to the Board of Directors and ED

The primary job of both the Assembly of Delegates and the Board of Directors is exploration of vision – preoccupation with the future and with ends.

The Board of Directors has general supervision of the Society between meetings of the Assembly of Delegates and is vested with full power to conduct all business of the Society between meetings of the Assembly of Delegates.

The Board of Directors has a responsibility to report to the Assembly of Delegates on its supervisory and fiduciary responsibilities, to write the ends policies, and to monitor the values and perspectives of members—the owners of Kappa Omicron Nu.

The Board has the responsibility for providing the Assembly of Delegates with the information to do its job.

## Appendix A

### Temporary Transfer of ED Responsibilities

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

- Executive authority and ED search      Chair, until such time as an acting ED has been appointed.
- Financial responsibilities      Second Vice Chair, Executive Options President, Terry Potterpin (accountant)
- Check signing responsibility      Executive Options President Terry Potterpin
- Investments      Comerica Bank, Gail Galambos (or designee),  
Second Vice Chair.
- Membership/Chapter Relations  
Office management and  
Association service contracts  
(ACHS, MDAI)      Lisa Wootton Booth
- Programming efforts      First Vice Chair
- *Kappa Omicron Nu FORUM*      Editorial Committee Chair
- Mentoring contracts      First Vice Chair
- Fund raising efforts      Second Vice Chair
- Web Site      Lisa Wootton Booth and Brian Booth
- Computer network      MicroTech Services, technicians of hardware and software systems, supervised by Kelly Olsen
- Carver Training      Sue Stratton and Eric Craymer

## 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

The Board shall form a task force as described on p. 19 and establish a budget for the Search.

In selecting a new Executive Director, the task force shall

1. Develop a statement that includes
  - a. Description of the duties of the ED
  - 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 KON
    - Ability to work with voluntary membership
    - Written and oral communication skills
    - Capacity to serve as editor
    - Creativity and imagination
    - Interest in the mission of KON
  - 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 Kappa Omicron Nu,
  - b. Constitution,
  - c. Policies and procedures, including ends policies, executive means limitations, board process, board/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 board members for their information
7. Select a pool of potential executive talent from
  - a. Recommendations of resigning ED
  - 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 board 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 Kappa Omicron Nu
  - g. Ascertain that the candidate wants and will accept the position
  - h. Make a determination on first choice and notify the board
  - i. Notify the candidate and secure acceptance
  - j. Prepare employment agreement
  - k. Prepare and submit news releases

### Post Selection Transition Process

After selecting the newly hired Executive Director, the task force shall recommend to the Board a transition process to include:

1. Training, including Carver Model
2. Professional Development (ASAE membership)
3. Board Orientation

## Appendix D

### Kappa Omicron Nu Resolution Process

#### Purposes of Resolutions

Adopted resolutions are used to guide

- Program themes,
- Publications,
- Grants and awards,
- Research priorities, and
- Organizational governance.

#### Proposals

A resolution pertinent to the mission and goals of Kappa Omicron Nu can be proposed by

- Campus and alumni chapters,
- 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 means,
  - Position statement,
  - Proposed action,
  - Financial impact, and
  - Time frame for the duration of the resolution.

#### Approval Process

A resolution is proposed to the Board of Directors through the National Office and approved by the Board of Directors and by the Assembly of Delegates.

### Implementation Process

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

- Board of Directors,
- Standing or special committee, or
- Appointed member.

### Accountability

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

### Appendix E: Kappa Omicron Nu Board Self-Assessment

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

	Satisfactory	Unsatisfactory	Comments
<b>Linkage with the owners</b>			
Has the board identified the owners? Who are they?			
Has the board stated how it will be a link/ bridge with the owners?			
Have the linkages given the board the information needed to represent the owners?			
Have the ends of the organization been shaped by the owners?			
Has the board told the owners what they said?			
<b>Policy Development</b>			
Did the board limit itself to policymaking?			
Is the board content with what it has produced in these areas?			
Were the boards' information needs met for policymaking?			
What would the board like to do differently?			
Did the Board use the Mission Statement Checklist (Appendix F)			
<b>Monitoring Performance</b>			
Has the board set performance standards?			
Has the board established a monitoring system for determining performance?			
Does the monitoring system satisfy the board's need to be accountable?			
<b>Board Process</b>			
Did the board follow its own process in discussing issues and setting policy			
In its activity at the meeting and the actions it took, did the board live up to its own standards as expressed in its policies?			
Has the board answered the 3 criteria for addressing a topic: Whose issue is it? Has the board 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: Kappa Omicron Nu Mission Statement Checklist

How does your mission statement measure up? Use this checklist to analyze your statement.

	Satisfactory	Unsatisfactory	Comments
<b>Ends, not means.</b> Does the mission statement address what difference the organization will make for its beneficiaries or does it merely describe what the organization will be doing?			
<b>Effort.</b> Does the language used in the mission statement elevate <i>effort</i> to <i>effect</i> ? Do words such as <i>try</i> , <i>seek</i> , <i>influence</i> , or <i>encourage</i> allow staff to organize activities around righteous exertion rather than results?			
<b>Verbs.</b> Does a verb figure prominently in the mission statement? Verbs ordinarily refer to something that is to go on rather than the intended <i>outcome</i> . Beware of verbs!			
<b>Nouns embodying activities.</b> Does the mission statement use nouns that signify a type of means rather than an outcome? Beware of words like <i>advocacy</i> , <i>education</i> , <i>program</i> , and <i>service</i> .			
<b>Brevity.</b> Is the mission statement too long? Does it ramble, making it difficult to locate the main point?			
<b>Accuracy, not cosmetics.</b> Is the mission statement accurate? Or does it embroider or glorify the organization's intentions to make them <i>sound</i> better than they are? Don't worry if they have a bare-bones look. The statement should function as the mega-ends statement upon which all other ends policies are built.			
<b>Too broad or too narrow.</b> Does the mission statement project the ends of the organization too broadly? On the other hand, is it broad enough to cover the range of effects you intend?			
<b>Net value added.</b> Does the mission statement deal with the additional result intended <i>beyond what the members or subsidiaries would have produced themselves</i> .			
<b>Relation to other boards.</b> How does the mission statement compare to others? Particularly in communities, it's important to consider your mission in light of other boards' missions. Without regular interboard communication, similarly situated organizations run the risk of serving a disjointed patchwork of ends. The total system may make little sense.			

Adapted from Carver, J. (1993, Jan.–Feb.). *Board leadership*. San Francisco: Jossey-Bass.

## **Appendix G**

### **Kappa Omicron Nu Gift Acceptance Policies**

#### **Donor Bill of Rights**

1. Donors can expect that gifts will be proposed and consummated in the spirit of philanthropy. The gift intent of each donor will be the primary guide for all recommendations.
2. Donors have the right to receive, upon request, reliable financial information from Kappa Omicron Nu.
3. Donors are encouraged to seek independent advice and counsel when making gifts.
4. Donors can expect to receive all gift options available, not one-sided recommendations.
5. Donors have the right to choose the purpose for each gift. However, Kappa Omicron Nu retains the right to choose individual beneficiaries within the guidelines of the gift.
6. Donors should expect that their gift would have follow-up consistent with that proposed or agreed upon by Kappa Omicron Nu. Such follow-up will include proper financial accounting when appropriate.

#### **Gift Acceptance Guidelines**

1. Contributions should support and enhance the mission and purpose of Kappa Omicron Nu. Contributions, which subject the Society to burdensome or unusual restrictions, will not be accepted.
2. Kappa Omicron Nu will assume that donors rely on their own personal advisers for tax, legal, financial, and other advice concerning the gifts. A Letter of Understanding from a donor will be required before such a gift will be accepted.
3. Gifts may be designated for a specific program or it may be undesignated, available for meeting Kappa Omicron Nu's highest priorities.
4. The simplest way to make a gift to Kappa Omicron Nu is to write a check made payable to "Kappa Omicron Nu." Other means may be negotiated.
5. Annual administrative costs will be negotiated with the donor. The total administrative costs shall not exceed 30% of the gift.
6. The principle of the gift will be invested to ensure a reasonable rate of return.

Sample Conditions of Gift Award

**Conditions of Gift for  
Kappa Omicron Nu Marjorie M. Brown Dissertation Fellowship Program**

This award is provided from a restricted gift in the amount of \$150,000 to the Board of Directors of Kappa Omicron Nu from Donor to support the Kappa Omicron Nu Marjorie M. Brown Dissertation Fellowship Program for research to continue the philosophical work begun by Brown using critical social theory, demonstrating understanding of Marjorie Brown's Philosophical Studies and other recent pieces of work and of their ongoing significance for the FCS/Human Sciences profession. The intention is to build upon Brown's project and tradition of fine scholarship to continue critical analysis of concepts central to the field and for dialogue toward acceptance by the profession.

The acceptance of this gift is based upon these mutual understandings:

1. Ten \$10,000 dissertation fellowships, based upon the criteria in the Call for Proposals, will be awarded.
2. The researcher will own all intellectual property or data resulting from the use of this award. However, the researcher will grant an irrevocable, royalty-free license in perpetuity for Kappa Omicron Nu to use such materials. The researcher will be given credit for any verbatim use of this research and, where appropriate, for any derivative use.
3. Kappa Omicron Nu will publicize the Award and will support dissemination of research findings through publications and oral presentations.
4. A Kappa Omicron Nu infrastructure fee will be applied to this award.
5. Kappa Omicron Nu will recognize the primary mentor according to criteria set by the Award Committee. After the completed research is submitted, the researcher will be asked to nominate a mentor for recognition.
6. The principle of the gift will be invested to ensure a reasonable rate of return.

This Agreement represents the entire agreement and understanding between Kappa Omicron Nu and Donor with respect to its subject matter and supersedes any prior and/or contemporaneous discussions, representations, or agreements, whether written or oral, of the parties regarding this subject matter.

Signatures:

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Kappa Omicron Nu	Date
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(Donor)	Date
---------	------

Sample Conditions of Award

**Researcher Agreement  
Kappa Omicron Nu Marjorie M. Brown Dissertation Fellowship Program**

This award is provided by the Kappa Omicron Nu Marjorie M. Brown Dissertation Fellowship Award Program for the dissertation proposal that meets the criteria of the Call for Proposals.

The acceptance of this award is based upon these mutual understandings:

1. \$3,000 will be awarded at the time of acceptance of the Award and receipt of the institution’s approval for the dissertation proposal, payable in two payments with a 3-month interval.
2. In the event that the recipient has a change of mind or a loss of interest, is in permanent ill health, or becomes physically disabled so that continuation of the degree program is impossible, the recipient shall promptly resign the fellowship and shall relinquish the financial claim on the award money that has not been distributed.
3. \$7,000 will be awarded at the time of completion of the dissertation and approval by the Award Committee that the purpose of the Fellowship had been achieved. (The researcher may wish to develop a mentor relationship with the committee.)
4. The researcher will own all intellectual property or data resulting from the use of this award. However, the researcher will grant an irrevocable, royalty-free license in perpetuity for Kappa Omicron Nu to use such materials. The researcher will be given credit for any verbatim use of this research and, where appropriate, for any derivative use.
5. The research will be submitted to Kappa Omicron Nu for publication in an appropriate format.
6. The Award Recipient will provide acknowledgment of Award funding in any publications that result from the dissertation funded by this award.
7. Kappa Omicron Nu will arrange for an oral presentation of the research at an AAFCS Annual Meeting.

This Agreement represents the entire agreement and understanding between Kappa Omicron Nu and Award Recipient with respect to its subject matter and supersedes any prior and/or contemporaneous discussions, representations, or agreements, whether written or oral, of the parties regarding this subject matter.

Signatures:

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Kappa Omicron Nu Date

---

Researcher Date

## **Appendix H**

### **Kappa Omicron Nu Board Meeting Tentative Agenda**<sup>1,2</sup>

#### **Thursday**

6:30 p.m.	Dinner (TBA)	Board Members
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#### **Friday**

8:30 a.m.	Board Orientation & Training	Past Chair Consultant(s) Board Members
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11:45 a.m.	Lunch (TBA)	Board Members
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1:15 p.m.	Board Training Continued Identification of Issues Policy Handbook Review	Past Chair Consultant(s) Board Members
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5:30 p.m.	Adjourn	
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6:30 p.m.	Dinner (TBA)	Board Members
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#### **Saturday**

8:30 a.m.	Policy Handbook Review Continued Annual Goals (Identify and Prioritize) and Long-term Planning	Past Chair Consultant(s) President Board Members
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11:45 a.m.	Lunch (TBA)	Board Members
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1:15 p.m.	Annual and Long-term Planning Continued	Chair & Past Chair Consultant(s) Board Members
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5:30 p.m.	Adjourn	
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6:30 p.m.	Dinner (TBA)	Board Members
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#### **Sunday**

8:30 a.m.	Minutes Review of Financial Report/Budget Review of ED Report Membership Report Conclave Planning By-Laws Review Evaluation of Executive Director Board Evaluation	Chair Board Members
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11:00 a.m.	Adjourn Lunch for those with later departures	
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<sup>1</sup> Breaks will be taken as needed

<sup>2</sup> The Chair has discretion to select past chair(s) to serve as facilitator(s).

## **Appendix I**

### **Kappa Omicron Nu Chapter Benchmarks**

#### **Institutional Support Benchmarks**

- Student Affairs commitment to registered student groups
- Institutional commitment to a support system and recognition of advisers
- Academic unit commitment to staffing of advisers for student groups
- A centralized system for maintaining records and supplies
- A financial system for banking and paying bills

#### **Chapter Development Benchmarks**

- Registration with appropriate institutional office
- Participation in institutional training for student groups
- Procedures for election of officers
- A plan for officer training
- Structure for selection and initiation of members
- Structure for member input into setting goals for chapter activities
- Process for planning annual activities to respond to goals
- Participation in Conclave

#### **Learning Benchmarks**

- Co-curricular activities that enhance academic goals
- Educational activities respond to shared goals
- Participation in Required Program initiative

#### **Faculty Support Benchmarks**

- Value for student organizations
- Professional/technical support to student organizations
- Participation in chapter activities

#### **National Support Benchmarks**

- Technical assistance for operational procedures
- Guidelines for maintaining chapter excellence
- Effective distribution of orders and supplies
- Awards and recognition for excellence
- Minimum standards for quality
- Standards for Chapters in Good Standing
- Program resources
- Officer training
- Adviser training
- Training for chapter development
- Legal structure for protecting the rights of members

#### **Evaluation Benchmarks**

- Yearly evaluation of chapter activities
- Plan for improving chapter based on evaluation

## Kappa Omicron Nu Chapter Benchmarks

### Check List for \_\_\_\_\_ Chapter

Item	Operational	Short-term Goal – 1 yr	Long-term Goal – 2+yr
<b>Institutional Support Benchmarks</b>			
• Student Affairs commitment to registered student groups			
• Institutional commitment to a support system and recognition of advisers			
• Academic unit commitment to staffing of advisers for student groups			
• A centralized system for maintaining records and supplies			
• A financial system for banking and paying bills			
<b>Chapter Development Benchmarks</b>			
• Registration with appropriate institutional office			
• Participation in institutional training for student groups			
• Procedures for election of officers			
• A plan for officer training			
• Structure for selection and initiation of members			
• Structure for member input into setting goals for chapter activities			
• Process for planning annual activities to respond to goals			
• Participation in Conclave			
<b>Learning Benchmarks</b>			
• Co-curricular activities that enhance academic goals			
• Educational activities respond to shared goals			
• Participation in Required Program initiative			
<b>Faculty Support Benchmarks</b>			
• Value for student organizations			
• Professional/technical support to student organizations			
• Participation in chapter activities			
<b>National Support Benchmarks</b>			
• Technical assistance for operational procedures			
• Guidelines for maintaining chapter excellence			
• Effective distribution of orders and supplies			
• Awards and recognition for excellence			
• Minimum standards for quality			
• Standards for Chapters in Good Standing			
• Program resources			
• Officer training			
• Adviser training			
• Training for chapter development			
• Legal structure for protecting the rights of members			
<b>Evaluation Benchmarks</b>			
• Yearly evaluation of chapter activities			
• Plan for improving chapter based on evaluation			

Directions: Examine each item in the six classifications of benchmarks; place the analysis date in the “Operational” column; place a target date for accomplishment in the “Short-Term” and “Long-Term” columns.

## Appendix J

# Adviser as Teacher in Kappa Omicron Nu

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**Philosophy** - Effective education reaches far beyond the classroom through a co-curricular approach to student activities. Among the goals of student organizations is the opportunity for development of the whole person and for creating a sense of belonging. A critical component is leadership development, which may encompass experiences at the university, college, department, or community levels. The adviser holds the key to the progression of leadership development.

**The following benchmarks recognize the elements that contribute to excellence in advising:**

Standard Achieved – 5, 4, 3, 2, 1 5=Excellent  
Place check mark (√) to indicate goal

### Achievement of Benchmark

Institutional Responsibility Benchmarks	Standard Achieved	Short-term Goal	Long-term Goal
Value for the role of student organizations in student learning and development			
Standards for institutional recognition of student organizations			
Commitment to a support system and recognition of advisers			
Technical support and training			
Expectations of accountability			
Commitment to staffing of advisers			
Plan for providing continuity of advising for the organization			
Commitment to funding adviser participation in National Conclave			
Criteria for assessing adviser performance			
<b>Adviser Selection Criteria Benchmarks</b>			
Relevant education, training, and work experience			
Personal skills and competencies			
Potential for promoting student learning and development with effective educational practices			
Enthusiasm for the role of student organizations in student learning and development			
Belief in the role of adviser as teacher			
<b>Adviser Responsibility Benchmarks</b>			
Representative of the institution in advising the student organization			
Awareness of institutional procedures, standards, and regulations			
Commitment to the following functions: maintenance or custodial, group growth, program content			
Commitment to personal relations and task functions			
Continuity and history of the organization to new members			
Resource for ideas and solutions for the organization			
Commitment to modeling leadership principles			
A climate and structure that facilitates leadership development			
Coach and consultant for individuals in their duties within the organization			
Expectations of accountability			
Assessment of student performance – give positive and negative feedback			

Commitment to helping students	Standard Achieved	Short-term Goal	Long-term Goal
Effectively conduct meetings			
Build group feeling and purpose			
Set high standards			
Articulate a vision and mission for their organization			
Set annual and long-term goals based upon the needs and capabilities of the population served			
Establish action plans, including budget, and implement programs to achieve goals			
Be accountable for follow-up			
Promote student learning and development			
Prescribe and practice ethical behavior			
Recruit, select, supervise, and develop others in the organization			
Manage financial resources			
Maintain up-to-date governance documents and policies			
Maintain centralized storage of organization records and documents			
Coordinate human resources			
Apply effective practices to educational and administrative processes			
Communicate effectively			
Initiate collaborative interaction between individuals and agencies that possess legitimate concerns and interests in the organization			
Assessment of student performance – give positive and negative feedback			
Celebrate accomplishments and recognize leadership			
Conduct election of officers and implement officer transition			
Conduct annual evaluation in order to			
Meet standards for institutional recognition			
Determine quality of programs			
Improve chapter based upon evaluation			
Improve communication			
Improve leadership development and officer training			
Improve structure for selection and initiation of members			
Improve structure for member input into setting goals for chapter activities			
Improve process for planning annual activities to respond to goals			
<b>Learning Benchmarks</b>			
Co-curricular activities that enhance academic goals			
Educational activities that respond to shared goals			
Commitment to leadership development			
Participation in Required Program initiative			
<b>National Support Benchmarks</b>			
Technical assistance for operational procedures			
Guidelines for maintaining chapter excellence			
Effective distribution of orders and supplies			
Awards and recognition for excellence			
Minimum standards for quality			
Standards for Chapters in Good Standing			
<b>Chapter Benchmarks</b>			
Program resources			
Officer training			
Adviser training			
Leadership training			
Training for chapter development			
Legal structure for protecting the rights of members			