



Connecticut Association of Boards of Education

Board of Directors Guidebook

Updated: January 2025



Table of Contents

Introduction.....	1	Board of Directors Job Descriptions (Immediate Past President).....	7
CABE'S Mission Statement.....	1	Board of Directors Job Descriptions (Member at Large).....	7
CABE Leadership.....	1	Board of Directors Job Descriptions (Board of Directors).....	7
CABE Delegate Assembly.....	1	Board of Directors Job Descriptions (Area Directors).....	8
CABE Board of Directors.....	2	Board of Directors Job Descriptions (Associate Directors).....	8
CABE Officers.....	2	Map of CABE Areas.....	9
CABE Liaison.....	2	CABE Staff Organizational Chart.....	10
Principles to Guide CABE'S Board of Directors.....	3	CABE Staff.....	11
CABE Board of Directors Organizational Chart.....	4	Board of Directors Expectations and Benefits.....	14
Board of Directors Job Descriptions (President).....	5	Short Guide for CABE Appointees.....	15
Board of Directors Job Descriptions (First Vice President).....	5		
Board of Directors Job Descriptions (Vice President for Government Relations).....	6		
Board of Directors Job Descriptions (Vice President for Professional Development).....	6		
Board of Directors Job Descriptions (Secretary/Treasurer).....	6		

General Information

Introduction

The Connecticut Association of Boards of Education (CABE) is comprised of over 150 boards of education from across the State of Connecticut. Incorporated in 1938, CABE today represents more than 1,200 board of education members. As the responsibilities of boards of education have grown, the need for resources available to them has also grown. CABE has changed over the years to meet these challenges.

CABE serves as the *leading voice* on education issues at the state level, through advocacy that impacts the Governor, the Legislature, the State Board of Education, the courts and other governmental entities. CABE also lobbies at the federal level.

CABE offers boards of education services in policy development, legal issues, negotiations, and board development through a series of training opportunities on a statewide basis.

Boards concerned with issues such as superintendent evaluation, board self-evaluation, team building and new board member orientation use CABE customized individual sessions, or attend CABE workshops designed to teach board members the skills they need to be successful. CABE also offers superintendent search services and a program to help with unemployment insurance needs.

CABE's Mission Statement

To assist local and regional boards of education in providing high quality education for all Connecticut children through effective leadership.

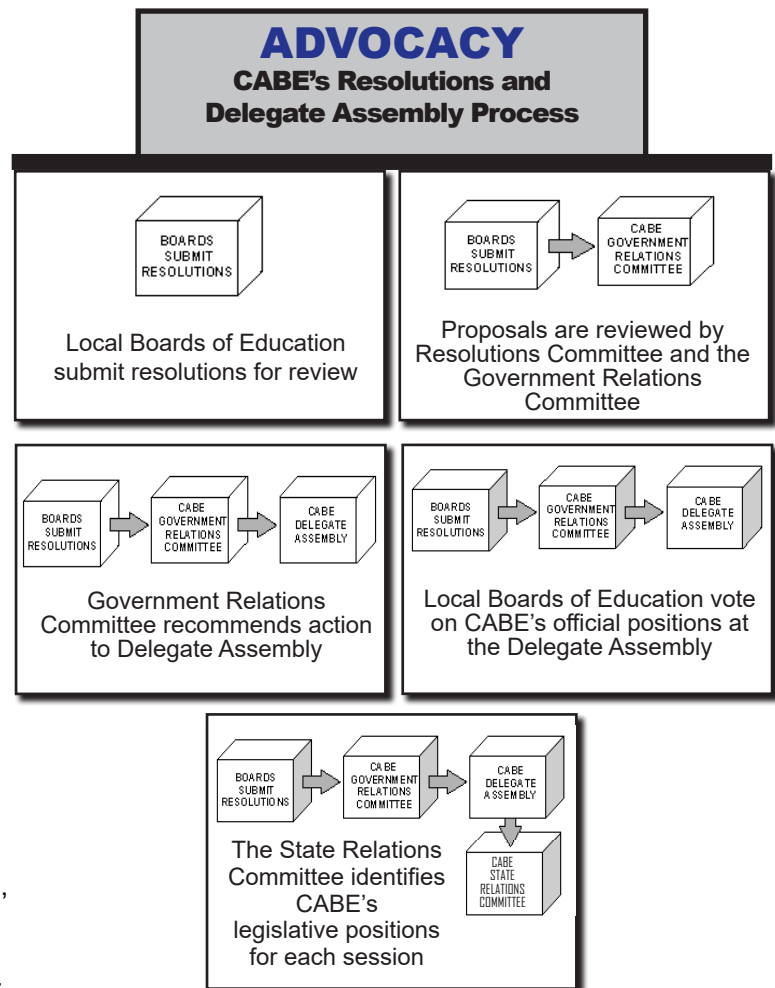
CABE Leadership

CABE is governed by a Board of Directors, comprised of both elected and appointed members of boards of education from across Connecticut. Voting members of the Board of Directors consist of directors or co-directors from each of the nine CABE regions, city representatives, directors at large, associate directors, any Connecticut board member who is currently serving on the NSBA board of directors, and chairs of standing committees and subcommittees. The immediate past president also serves on the Board.

CABE officers, elected by the membership at the annual convention, also serve on the Board of Directors, as well as on its Executive Committee. CABE bylaws do not allow a person to hold a particular officer position for more than *two* successive one-year terms.

CABE Delegate Assembly

CABE's Delegate Assembly is responsible for adopting resolutions regarding the positions of the Association, electing officers, adopting bylaws, establishing a dues schedule and conducting any other business that might come before it. The Delegate Assembly meets each fall, prior to the start of the annual session of the Connecticut General Assembly. If there is a need, the Board of Directors can also call



for a *Special Delegate Assembly*. It is the right (and responsibility) of each member board of education to send one or more voting delegates to the Delegate Assembly depending on the district's size. *Other board members are welcome to fully participate in the debate*. Each year, the resolutions passed by the Delegate Assembly become the framework for CABE's government relations activities.

CABE Board of Directors

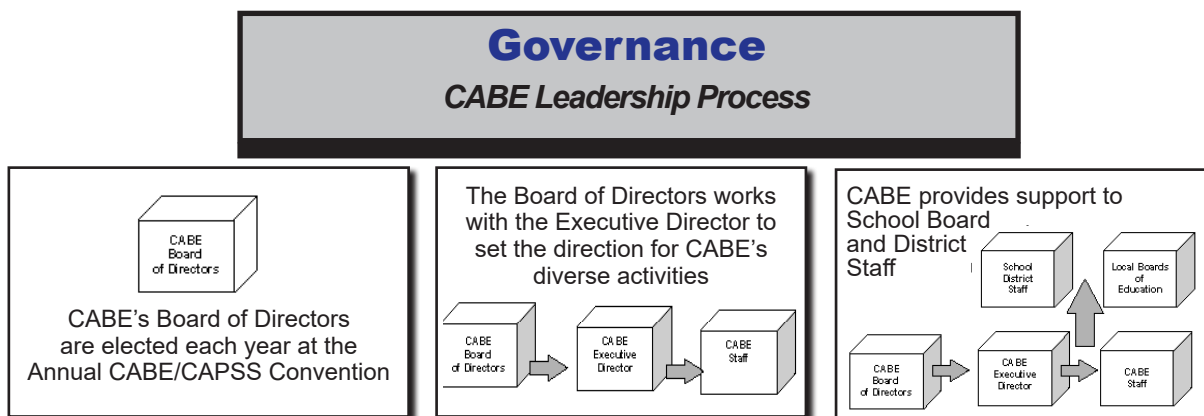
The Board of Directors is responsible for establishing policies and proposing bylaws for the Association, as well as maintaining contact with other organizations interested in the cause of public education. The Board of Directors is responsible for hiring the Executive Director, approving the Executive Director's job description, as well as the annual budget. The Board of Directors delegates work to various subcommittees, including Finance, Nominating, Government Relations, Convention and others as appropriate. The chairs of these committees are either appointed by the President, or are specified in the bylaws.

Any member of the Board of Directors who travels out-of-state for the Association should consult CABE's policy on Out-of-State Travel reimbursement.

CABE Officers

CABE's officers are: President, First Vice President, Vice President for Government Relations, Vice President for Professional Development and Secretary/Treasurer.

These officers, together with the Immediate Past President, and one Member at Large appointed by the President to balance representation, comprise the Executive Committee. The committee is charged with oversight of operations of the Association between meetings of the Board of Directors, setting the agenda for the Board of Directors meetings, naming board members as liaison to other organizations, and periodically establishing and reviewing guidelines for the employment and evaluation of staff. The Executive Committee also annually evaluates the work of the Executive Director. Executive Committee members are entitled to go to any CABE workshop free of charge and may also be asked to speak at various activities on behalf of the Association.



CABE Liaison

A CABE Liaison is appointed by each School Board Chair and is responsible for keeping his/her board informed about CABE positions, activities and services. Liaisons receive a monthly information brief from CABE on programs, activities and services to share with their board and encourage participation by the board. The liaison reports back to CABE staff as well as their Area Director on concerns of their board in order to ensure ongoing contact with CABE's board.

CABE Liaisons are not members of the Board of Directors.

Principles to Guide CABE's Board of Directors

How can our Association represent all of our public schools; small or large, rural or urban and poor or wealthy?

1. A deep belief that the collective efforts of the organization can advance both the special and overall needs of its members to a greater advantage than numerous separate agendas.
2. The collective efforts of the statewide organization can produce cost-effective services at significant advantage over individual or small group efforts.
3. A forum for exchanging views, seeking collaboration and finding common interests is provided within a diverse membership.
4. School leadership issues and the vision and mission of public education can be articulated, reinforced (and defended, if needed) in the collective actions of a proactive statewide organization.

The collective efforts of an organization will strengthen each district if each can remain focused on the big picture; the education of all of our children for the betterment of our collective futures.

Board Responsibilities

1. In the exercise of its corporate responsibilities, the Board of Directors adopts and maintains a Board Policy Manual, which sets forth procedures and guidelines for Board operations and participation in CABE activities. The CABE Policies, Regulations and Bylaws manual can be found at www.cabe.org under the Board of Directors' section located in the "About" tab at the top of the page.
2. In order to accomplish the overall mission of the CABE Board, each member of the Board has several individual responsibilities. Members shall:
 - a. Prepare well for each Board meeting, through full and careful study of the agenda and its support materials.
 - b. Attend the entire Board meeting by arranging travel schedules in advance to permit on-time arrival and participation through the full meeting. We understand

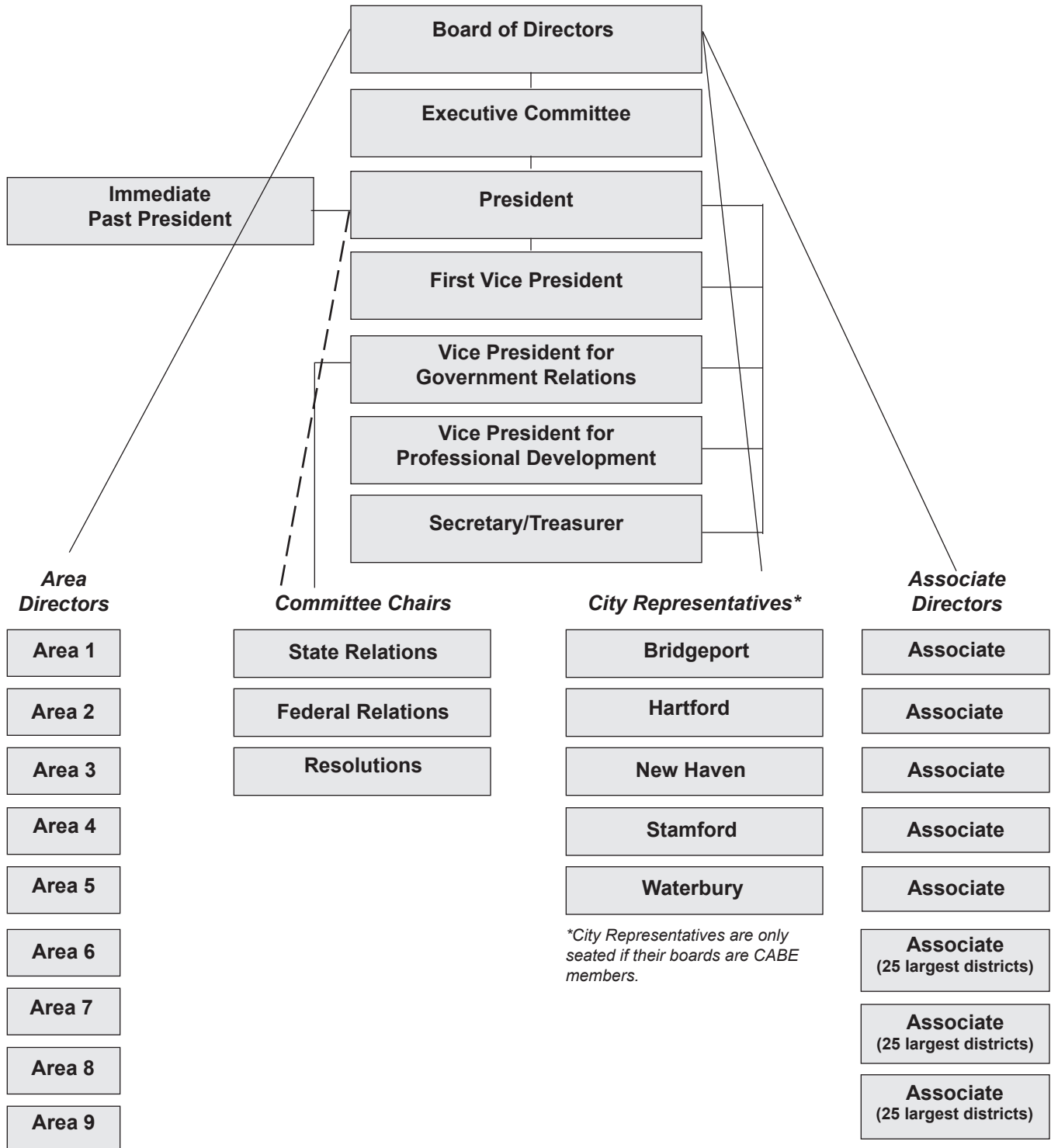
that Board members have other responsibilities, including attending their own district's Board meetings, but we hope they will make every effort to participate in our meetings. Often, action items are placed at the beginning of the meetings so that you will have time to get to other appointments.

- c. Participate effectively in the Board meeting by sharing their views and that of the district(s) they represent. Pursuant to our Code of Conduct, each director is expected to retain an open mind until all facts and viewpoints on issues are before the Board. Decisions on action items should be based on the best interests of CABE and our members. Once a decision is made, the Director is expected to support such Board conclusions, even when there may be some reservations about them.
- d. Evaluate and follow-up on the actions taken in the Board meeting, by monitoring how the actions of the Board are being implemented in the short-and long-run, and bringing any concerns to the President, Executive Director or CABE Board of Directors, as appropriate.
- e. Fulfill responsibilities of any collateral assignment as a committee member or representative on task forces, committees or other bodies, in accordance with the purpose of the group or the nature of the representation on behalf of CABE and consistent with the precepts of preparation, attendance, participation and evaluation set forth above.

3. Every CABE Board Member serves as a CABE ambassador. As such, each member of the Board functions as a representative of CABE to our members and general public. Each Director should be able to articulate CABE's programs, basis for governance decisions, and CABE's mission and goals, together with the ways approved by the Board to attain the mission and goals.
4. Other resources are available, such as NSBA's *Leadership for State School Boards Associations*, which was rewritten by Bob Rader, retired Executive Director, with help from Patrice McCarthy and Lisa Steimer.



Organizational Chart for The Board of Directors



Board of Directors Job Descriptions

President

The President serves as the Chief Elected Officer of the Association.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. Serves as one of the primary spokespersons for the association. He/she is available to give testimony before the State Legislature when appropriate, and to serve on state and national committees identified as important to the goals of the association.
2. Works closely with the Executive Director to make certain that association goals are met.
3. Presides at the Association, Executive Committee and Board of Directors meetings.
4. Appoints the eight at-large board members and the chair people of standing committees, unless otherwise specified in the Bylaws, and may appoint *ad hoc* committees.
5. Represents the Association as a voting delegate at the meetings of the Northeast Region and the annual Delegate Assembly of the National School Boards Association.
6. Represents CAGE as a delegate to the Advocacy Institute and appoints delegates to the Institute consistent with the Board of Directors Policy 6220-R.
7. Meets with the leadership of other organizations on a regular basis to discuss statements of association policy and to maintain productive, professional relationships.
8. Serves as the chairperson of the Executive Committee. As such, he/she provides leadership to the other officers in overseeing the operations of the association including the annual evaluation of the Executive Director. Further, he/she assists in the planning of Board of Directors meetings, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for employment and evaluation of staff.
9. Promotes active participation in the Association on the part of the membership and, when appropriate, communicates about the activities of the Association in Association publications.

First Vice President

He/she is available to serve in the place of the president when necessary and is expected to function with an equal degree of responsibility and authority as the president when presenting association positions before state and national committees, officials and other groups which are important in helping CAGE to accomplish its objectives.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. Serves as one of the primary spokespersons for the association.
2. Presides at the Association meetings in the absence of the President and assists the President as requested.
3. Oversees membership recruitment and retention.
4. Represents the President at area meetings and other functions at the request of the President.
5. Serves the remainder of the President's term if the Presidency is vacated.
6. Serves as a Member of the Finance Committee, and as the chairperson of the Distinguished Service Award Committee.
7. With the President, represents the Association as a voting delegate at the Northeast Regional meeting and the annual Delegate Assembly of the National School Boards Association.
8. Represents CAGE as a delegate to the Advocacy Institute.
9. Joins the President in meeting on a regular basis with the leadership of other organizations to discuss statements of association policy and to maintain productive, professional relationships.
10. Serves as a member of the Executive Committee. As such, he/she joins with the other officers in overseeing the operations of the association including the annual evaluation of the Executive Director. Further, he/she assists in the planning of the Board of Directors meetings, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for employment and evaluation of staff.

In accepting the position, the First Vice President recognizes that it is expected that he/she will be willing and able to assume the presidency of the association when the President's term expires.



Board of Directors Job Descriptions

Vice President for Government Relations

The Vice President for Government Relations chairs the Government Relations Committee and advises the President on all issues before the committee or the Resolutions, State Relations or Federal Relations subcommittees.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. Appoints, with the approval of the President, the three subcommittee chair people.
2. Works with the Government Relations Committee to propose resolutions for action by the members at the Delegate Assembly that further the interest of public education in accordance with the purposes and objectives of the association.
3. Acts for the Association in promoting a government relations program that is based upon the resolutions approved by the CABA Delegate Assembly.
4. Serves as a member of the Executive Committee. As such, he/she joins with the other officers in overseeing the operations of the Association including the evaluation of the Executive Director. Further, he/she assists in planning Board of Directors meeting, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for employment and evaluation of staff.
5. Serves as a representative of the Association and its positions when called upon by the President or the Executive Director.
6. Speaks before or serves on state and national committees identified as important to the goals and objectives of the association, as requested.

Vice President for Professional Development

The Vice President for Professional Development chairs the Convention Committee and advises the President on all issues before the committee or its subcommittees.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. Works with staff to plan the Annual Convention and the workshop outlines, along with committee members.
2. Encourages and supports each area director in conducting at least two annual meetings and works with them to identify topics and priorities for each area.
3. Serves as a member of the Executive Committee. As such, he/she joins with other officers in overseeing the operations of the Association including the annual evaluation of the Executive Director. Further, he/she shall assist in the planning of the Board of Directors meetings, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for employment and evaluation of staff.
4. Serves as a representative of the Association and its positions when called on by the President or the Executive Director.
5. Speaks before or serves on State and national committees identified as important to the goals and objectives of the Association, as requested.

Secretary/Treasurer

The Secretary/Treasurer has the financial integrity and management of the association as his/her primary concern.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. Chairs the Finance Committee.
2. Reviews regular financial reports prior to their submission to the Board of Directors, and reports the state of Association finance to the Board of Directors at each of its meetings.
3. Supervises the development of the annual budget along with Finance Committee members.
4. Alerts the President, Board of Directors, and committees which deal with governance issues of their specified calendar responsibilities and deadlines.
5. Insures the minutes of the Board and Executive Committee meetings are properly recorded and maintained.



Board of Directors Job Descriptions

6. Serves as a member of the Executive Committee. As such, he/she joins with the other officers in overseeing the operations of the Association including the annual evaluation of the Executive Director. Further, he/she shall assist in the planning of Board of Directors meetings and naming board members as liaison to other organizations, establishing and reviewing periodically guidelines for employment and evaluation of staff.
7. Speaks for the President publicly, upon request.
8. Serves as a representative of the Association and its positions when called upon by the President or the Executive Director.
9. Speaks before or serves on state and national committees identified as important to the goals and objectives of the association, as requested.

Immediate Past President

The Immediate Past President is a member of the Executive Committee and the Board of Directors. As such, he/she has the same responsibilities and prerogatives as the other members of those bodies.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. Convenes the Nominating Committee and chairs this committee. After the Committee has reached its decision, the Immediate Past President is responsible for notifying the Association Secretary/Treasurer so he/she can inform local boards of the proposed slate of officers.
2. Other duties as requested by the President.

If the Immediate Past President is no longer a member of a member board of education, he/she shall continue to be a member of the Executive Committee and the Board of Directors but without a vote.

Member at Large

The Executive Committee Member at Large is “appointed by the President to balance the representation on the Executive committee by district size and geographical location.”

Members of the CABA Board of Directors

In addition to the officers, the CABA Board of Directors is made up of the Immediate Past President, City Representatives, Associate Directors at large, any Connecticut board member who is a member of the NSBA Board of Directors, all Area Directors, and chairmen of standing committees and subcommittees. Each of these individuals is expected to be particularly interested in and responsible to the groups they represent.

Responsibilities:

1. Appoints an Executive Director and enters into an employment contract with him/her.
2. Appoints an auditor and causes an audit to be conducted annually.
3. Serves as the chief policy making body for the management of the association and along with the CABA Delegate Assembly, provides leadership for all local and regional Connecticut school boards.
4. Transacts the business of the Association which does not fall under the jurisdiction of the Executive Director.
5. Represents CABA to the membership and to the public at large.
6. Encourages participation in CABA programs, activities and the Government Relations process.
7. Provides active leadership to promote the interests of public education.
8. Supports and promotes Association positions, programs, products and policies to the membership, other constituencies and members of the public.
9. Participates in establishing realistic goals for the Association.
10. Reads agenda materials and keeps informed on current issues and trends affecting public education and prepares for meetings in advance to insure full participation.



Board of Directors Job Descriptions

Area Directors

Area Directors and Co-Directors provide a vital communication link with the CAFE Board of Directors and their regional and local boards of education.

Term of Office. The term of office shall be two (2) years. No area director may serve more than two (2) successive terms in the same office.

Responsibilities:

1. Serves as regular voting members of the CAFE Board of Directors and performs duties of a CAFE board member.
2. Develops professional relationships with local and regional boards of education, specifically Board Chairs and Superintendents in their area. The purpose is to provide input from their area to the CAFE Board of Directors, to share information with these boards and to increase their participation with CAFE and its activities.
3. Arranges at least two annual meetings of Boards of Education in their area, one of which should be a legislative breakfast
4. Contacts non-member boards to encourage membership.
5. Remains familiar with CAFE services and is persuasive about the advantages of membership.
6. Informs other members of the Board of Directors and staff about issues and activities within their area.

Area Directors can expect the CAFE Executive Committee and staff to:

- Provide orientation for new board members
- Serve as knowledgeable contacts for them in their role as Area Director.
- Support their efforts by providing resources (monies, people, materials etc.) as available.

Other: Co-Directors are either elected or appointed by the President to support/enhance the role of the Area Director.

Associate Directors

Associate Directors provide a vital communication link with the CAFE Board of Directors representing their regional and local Boards of Education.

Term of Office: One (1) year.

Responsibilities:

1. Serves as regular voting members of the CAFE Board of Directors and performs the duties of a CAFE board member.
2. Contacts non-member boards to encourage membership.
3. Remains familiar with CAFE services and is persuasive about the advantages of membership.
4. Provides knowledge and expertise as appropriate to further the Association's mission.

Other: Up to five (5) Associate Directors are appointed at large by the President. In addition, up to three (3) additional Associate Directors may be appointed by the President from among member boards in the 25 largest districts.

AREA 1

AREA 2

AREA 3

AREA 4

AREA 5

AREA 6

AREA 7

AREA 8

AREA 9

CAFE

SUPPORT

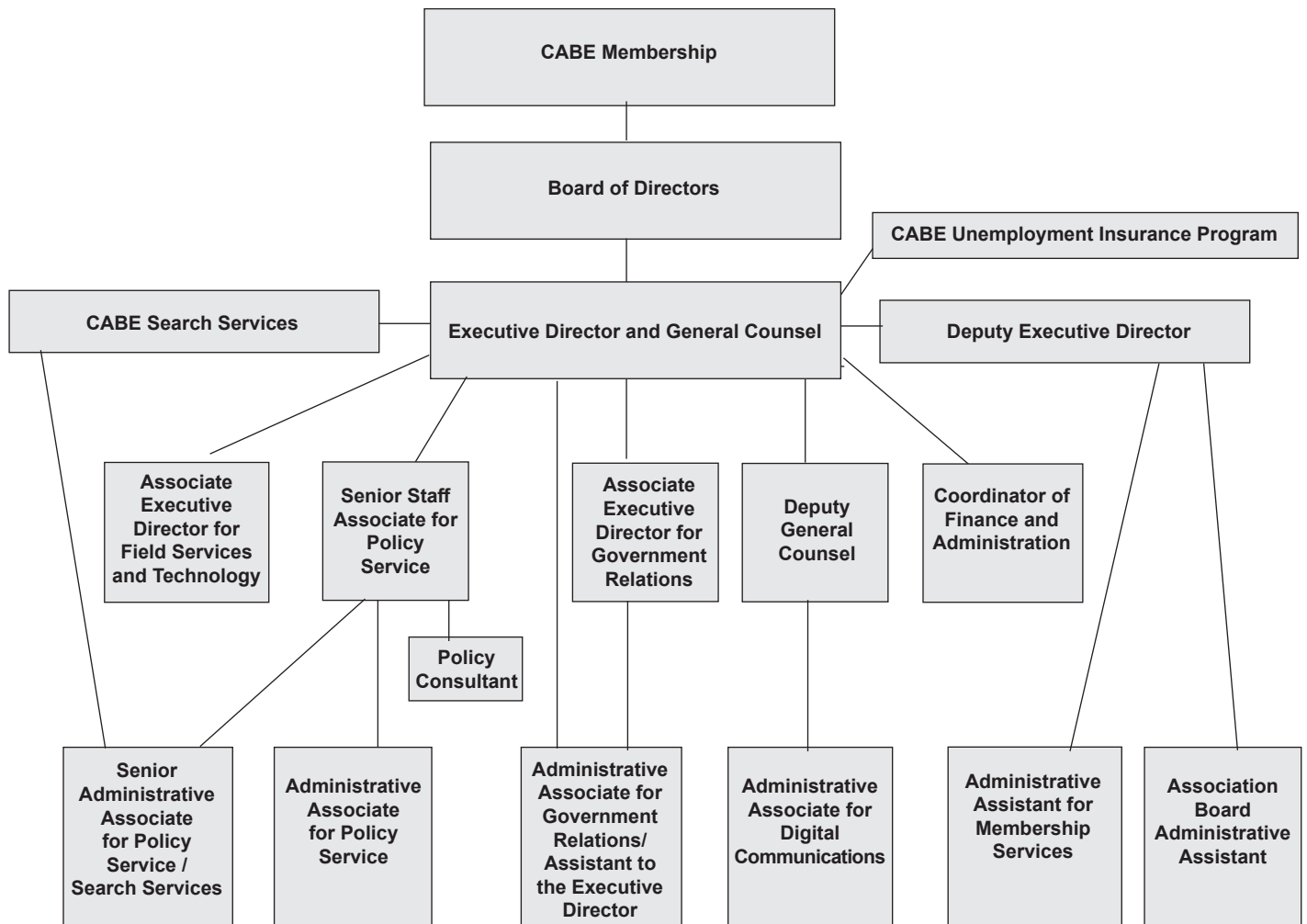
EDUCATION

ADVOCACY

Connecticut Association of Boards of Education



Staff Organizational Chart





CABE Staff

CABE currently employs 13 full-time staff members, and one part time policy consultant to meet the needs of the membership.

Administration Department

Patrice McCarthy, Executive Director and General Counsel

Patrice's responsibilities are guided by the policies and bylaws developed by the Board of Directors and the Delegate Assembly. Patrice, who has been Executive Director since July 2022, has responsibility for fulfilling the goals of the Board of Directors. As one of Connecticut's leading experts on education law, Patrice is often called upon by board members for legal opinions and provides workshops on legal and legislative issues. Patrice is a lobbyist at the state and federal level and represents CABE on various committees. She has the authority to organize the staff in a manner she feels is best suited for achieving the association's goals. The Executive Director is responsible for the development of all job descriptions, hires staff, and manages the Association. The Executive Committee is responsible for evaluating her. She often acts as spokesperson for the Association, and represents the association's interests on several collaborative efforts with other state, regional and national associations and organizations. Patrice joined the Association in 1983.

Wendy DeBarge, Coordinator of Finance and Administration

Wendy is responsible for all areas of CABE's accounting and administrative functions. Wendy performs all day-to-day accounting duties as well as preparation of financial statements, coordinating the development of the Association's annual operating budget and acts as a liaison for the annual audit. Wendy is responsible for the administration of CABE's group insurance and flexible spending programs and is a contact person for the CABE Insurance Trust and Unemployment Cost Control Program.

Government Relations Department

Sheila McKay, Associate Executive Director for Government Relations

Sheila is one of CABE's lobbyists, and responsible for the area of government relations. Sheila also represents CABE at various boards and commissions involving education and serves as a liaison to board members serving on state committees. Sheila researches and maintains the status of all bills affecting education during the period the Legislature is in session and has presented numerous workshops on State and federal legislative issues.

Conrad Vahlsing, Deputy General Counsel

Conrad's expertise is available to member districts for assistance in questions of legal matters and to act as legal advocate for the Association in the courts and before government agencies. Conrad also assists boards of education in the area of collective bargaining by maintaining a database of all teacher and administrator negotiation settlements, and arbitration decisions. He presents workshops on legal and collective bargaining issues and provides support to school governance councils.

Gail Heath, Administrative Associate for Government Relations/ Assistant to the Executive Director

Gail supports the Executive Director and General Counsel, and the Senior Staff Associate for Government Relations. Gail is also responsible for organizing CABE's Delegate Assembly and CABE Day-on-the-Hill, and performs various other office duties.

Wilmarie Newton, Administrative Associate for Digital Communications

Wilmarie supports the Senior Staff Attorney. She maintains a database of all teacher and administrator negotiation settlements, and arbitration decisions. Wilmarie manages the Association website and produces and records all webinars and Zoom meetings. She is responsible for updating all Association social media. Wilmarie also performs various other office duties.



CABE Staff

Membership Department

Lisa Steimer, Deputy Executive Director

Lisa is responsible for the annual CABE/CAPSS Convention, as well as all CABE workshops held throughout the year. Lisa works with the Convention Committee to ensure there is a well-coordinated Convention providing an excellent experience for all attendees. This includes locating and coordinating facilities and presenters, as well as seeing that there is appropriate notification and registration. Lisa is the person primarily responsible for the CABE Board Member Academy.

Additionally Lisa's responsibilities include the creation of all CABE's publications including the *CABE Journal*, the CABE Education Law Summaries, as well as a large number of brochures, workshop notices and other printed materials that keep CABE members informed. She is also responsible for the CABE Affiliate Membership Program.

Nicholas Caruso, Associate Executive Director for Field Services and Technology

Nick is responsible for communicating with the membership and the public. Acting as a contact for Area Directors to facilitate better communications between CABE members and staff, he is responsible for assisting CABE areas with their work. Nick also assists in the marketing of CABE services and represents CABE on various state committees. He serves as one of CABE's field service representatives, facilitating numerous board development programs as diverse as new board member orientation, board and superintendent evaluation retreats and goal planning. Nick is also manager of the Lighthouse Project which helps boards focus on raising student achievement. Nick is responsible for CABE's overall technology plan. He is a former member of the Bloomfield Board of Education.

Nancy Propfe, Administrative Assistant for Membership

Nancy supports the Senior Staff Associate for Professional Development and Communications. Nancy processes registrations for all workshops and the CABE/CAPSS Convention. Additionally, she fulfills publication orders. Nancy also performs various other office duties.

Annette Tamburrino, Association/Board Administrative Assistant

Annette provides a significant first impression of CABE to our members and the public by answering and assisting with all calls coming into CABE. Annette also supports the Executive Director and General Counsel, the Deputy Executive Director and the Associate Executive Director for Field Services and Technology. Annette also supports CABE Board of Directors Meetings, maintains the CABE database and performs various office duties.



CABE Staff

Policy Department

Jody Goeler, Senior Staff Associate for Policy Service

Jody is CABE's Policy expert. Jody develops policies in response to legislative requirements and to address emerging issues, and provides policy information to member boards. Jody is also responsible for working with boards in the creation of custom policy manuals, one of CABE's more successful non-dues revenue sources. Jody also works on additional projects, such as the student handbook, and provides workshops on policy to boards as requested. He serves as CABE's liaison to the CAPSS Board of Directors. Jody is a retired school superintendent.

Pam Brooks, Senior Administrative Associate for Policy Service

Pam supports the Senior Staff Associate for Policy Service. Pam keeps records of current policies of boards throughout the state, and provides policy information to member boards. Pam provides support to the CABE Search Service Consultants. Pam also performs various other office duties.

Shannon Hamilton, Administrative Associate for Policy Service

Shannon supports the Senior Staff Associate for Policy Service. Shannon keeps records of current policies of boards throughout the state, and provides policy information to member boards. Shannon also performs various other office duties.

CABE Search Service

Mary Broderick, Senior Consultant Paul Gagliarducci, Consultant George Coleman, Consultant

Mary Broderick, Paul Gagliarducci and George Coleman conduct Administrative Searches for positions such as superintendent, assistant superintendent, school business official, and principal for districts who contract with them. They are uniquely qualified to help school districts recruit and retain key personnel. They specialize in executive searches tailored to the specific needs of Connecticut districts.



So, You're Interested in Becoming a Member of CABE's Board of Directors?

Expectations and Benefits

Serving on CABE's Board of Directors is a unique opportunity and important responsibility. CABE plays a critical role in many of the decisions made on educational issues in Connecticut and also works with the National School Boards Association as a member.

CABE's Directors are elected or appointed with certain expectations as well as benefits. While Area Directors are the largest group of Directors on our Board, the five largest cities (each of these cities appoint a Director to the CABE Board) and Associate Directors (appointed by the President) also have critical roles.

We hope this pamphlet provides a true understanding of the responsibilities and the benefits of serving.

Expectations

The CABE Board of Directors is a professional board. By this, we mean that the CABE Board and its members conduct the work of the Association in a nonpartisan, civil, thoughtful manner. For example, CABE has conflict of interest policies and a Code of Ethics, as well as other policies and ground rules for the Board.

Members of the CABE Board of Directors are expected to:

- Be in good standing at their local Board of Education because they will be representing our Association;
- Attend an orientation for new Board of Directors members;
- Continue their own leadership development and attend CABE workshops, Day on the Hill, Delegate Assembly, and the Annual CABE/CAPSS Convention;
- Become familiar with CABE services and persuasive about the advantages of membership and using these services;
- Attend the approximately five three-hour meetings of the Board of Directors each year, coming prepared and focused on the business of the meeting; and,
- Become involved with committees of the Board and the Association in general.

Area Directors

We expect Area Directors to:

- Serve as regular voting members of the CABE Board of Directors and perform duties of a CABE board member.
- Establish relationships with each CABE member board in their area.
- Develop professional relationships with local and regional boards of education, specifically Board Chairs and Superintendents in your Area. The purpose is to provide input from your Area to the CABE Board of Directors, to share information with these boards and to increase their participation with CABE and its activities.
- Arrange at least two annual meetings of boards of education in your area, one of which should be a legislative breakfast
- Contact non-member boards to encourage membership.
- Remain familiar with CABE services and be persuasive about the advantages of membership.
- Inform other members of the Board of Directors and Staff about issues and activities within their area.

You can expect the CABE Executive Committee and Staff to:

- Provide orientation for new board members
- Serve as knowledgeable contacts for you in your role as an Area Director
- Support your efforts by providing resources (monies, people, materials etc.) as available.

Associate Directors

Up to five (5) Associate Directors are appointed at large by the President. In addition, up to three (3) additional associate directors may be appointed by the president from among member boards in the 25 largest districts.

Associate Directors are expected to attend CABE events and other functions, providing their knowledge and expertise as appropriate to further the Association's mission.

Executive Committee

The Executive Committee is comprised of the officers, the Immediate Past President, and one member at large appointed by the President to balance the representation on the Executive Committee by district size and geographic location. The Executive Committee is responsible for overseeing the operation of the Association between board meetings.

Benefits

We recognize that being on the CABE Board requires a time- and energy-commitment from Board members, who are already very involved with their own boards and communities. We understand those commitments and are always willing to work with Board members to help them balance these commitments.

Just as with local boards of education, as a non-profit, CABE cannot provide financial remuneration for the work of members of the Board of Directors, however there are many benefits to serving on the CABE Board of Directors:

Board members:

- Will find CABE Board of Directors meetings welcoming and all Directors are encouraged to join in the discussion of all issues, including important issues in public education. This will enable you to be knowledgeable about the latest issues in the state and nation;
- Will have the opportunity to develop a network with other school board leaders from across the State;
- Will receive public recognition from CABE for their willingness to serve and their leadership, making you a resource to boards of education throughout Connecticut;
- Will develop leadership skills that may help you grow in your personal and professional life and may advance you within the leadership of the Association;
- May receive IRS-permitted reimbursement for mileage for travel on Association business; and,
- Will have the satisfaction of knowing that as a board member you are providing a valuable and unique service to public education, boards of education, the children of the State and the State itself.



A Short Guide for Appointees

Often, CABE will ask members of the Board of Directors to serve on legislative or SDE task forces or Committees. We very much appreciate your willingness to work on these issues. Your input, expertise and knowledge and willingness to give your time will be of great value to the group.

As a CABE appointee, we thought it would be helpful to provide you with some information as you begin your service:

- You will be representing all CABE member boards of education. Because of that, it is important that you be aware of CABE's positions on the issues being discussed at the meeting(s) of the task force or committee. All of our positions are available at **www.cabe.org** under the Advocacy bar at the top of the homepage. Of course, you can always discuss the issues with CABE Advocacy Staff.
- We understand that under some circumstances, you might be unsure of how best to represent all boards. This may happen, for example, on issues which are not expressly addressed in The Whole Agenda. Our advice in such situations is to remember CABE's overall position: decision making is best done at the local board level. When possible, a member of the CABE Staff will also attend the meeting. Feel free to consult with them.
- In many circumstances you should consider how the issue would affect your school district or community. Would it lead to more work and strain on administrators, teachers or others? Would it help your district? If so, what would be the effect on other districts? Representing a wide constituency with many different opinions requires that you look at the whole picture.



Connecticut Association of Boards of Education

81 Wolcott Hill Road

Wethersfield, CT 06109

Phone: 860-571-7446 • Fax: 860-571-7452

Website: www.cabe.org