



Maine School Superintendents Association

H A N D B O O K

2022 - 2023

Leading for equity, excellence and opportunity for all Maine Students

FOREWORD

The intent of the Maine School Superintendents Association is to provide the best possible educational opportunity for Maine youth.

The purpose of this handbook is to inform Maine School Superintendents/ Assistant Superintendents about the framework of the Maine School Superintendents Association.

The information in this handbook is designed to support superintendents, assistant superintendents, and the school systems served.

Work in our individual school units is increasingly complex. Information and assistance is often requested and provided by the Association.

The strength of the organization lies in its many committees, each working to influence and inform us in a special area.

We hope you will contribute to the Association, as well as learn, for the betterment of all concerned.

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HISTORY OF THE ASSOCIATION

The Commissioners of Education have held annual conferences for the discussion of common issues and problems since 1911. The need for an organization that could represent superintendents as a group emerged from these meetings.

In 1917, the Legislature enacted a law authorizing the Commissioner to group towns into school unions for the employment of a trained superintendent of schools. This statute laid the cornerstone for recognition of superintendents as professional educators.

On October 30, 1925, a group of 40 superintendents met in Portland and the Maine School Superintendents Association was organized and its first officers elected. Since then, the Association has continued to provide a close liaison with the various Commissioners, the Department of Education staff, and the Maine School Management Association.

Annual meetings held in October and during the Commissioner's Conference, as well as special meetings and workshops have provided invaluable in-service training. The Association has been particularly active in promoting beneficial legislation for the support of education.

The Maine School Superintendents Association provided a valuable service in the years prior to the establishment of many state and national associations. Adopted in 1926, its purpose of providing "better schools for Maine boys and girls through the improvement of the service rendered by Maine Superintendents" remains the same, while year after year its impact and influence statewide has continued to grow.

ORGANIZATION AND COMMITTEES

The Bylaws of the Maine School Superintendents Association (MSSA) provides for the election of officers and committees. The Executive Committee consists of the officers of the Association, nine regionally elected members, one member at-large appointed by the president, two AASA Liaison/Governing board members, and the immediate past president. The MSSA Executive Director serves as an ex-officio member of all committees. The president of the Association serves as chair of the Executive Committee and is an ex-officio member of all other committees of the Association.

Special committees are appointed by the Executive Committee or established at a business meeting of the Association. The number of members on special committees varies with the function of the committee.

MSSA is a member of the Maine School Management Association (MSMA), and superintendents are represented through the Action Committee consisting of five members.

EXECUTIVE COMMITTEE - The Executive Committee is the administrative arm of the Association and coordinates the work of the various MSSA committees. It is responsible for the governance of the Maine School Superintendents Association affairs and oversees the budget, contracts, position statements, and other matters pertaining to the operations of the Association. The president and other officers are the primary spokespersons for the Association. The Committee holds monthly meetings in September, November, December, March, April, and May, with the option of meeting in January at the Winter Convocation and in June during the Commissioner's Conference. Meetings are held at the MSMA office in Augusta. The Executive Committee meetings are open to any member of MSSA, and the Minutes are posted on website <http://msname.apptegy.us/documents?org=mssa>

LEGISLATIVE COMMITTEE - The Legislative Committee works with the various committees of the Association, members of the Department of Education, and the Maine School Management Association staff in developing the legislation designed to strengthen education in Maine. The Committee reviews legislation pertaining to education and on significant pieces of legislation makes recommendations for approval or disapproval to the Executive Committee and, in some cases, the Association. The Committee speaks for the Association on most legislative matters. The Committee consists of one elected member from each region and meets as necessary during the legislative session (most meetings are held via conference call and videoconferencing).

ETHICS COMMITTEE - The Maine School Superintendents Association has accepted the American Association of School Administrators (AASA) Code of Ethics www.aasa.org. The Ethics Committee investigates any charges that an administrator has violated this code. It also assists members if there are indications that an employing board has used unethical procedures in dealing with MSSA members. The Committee has guidelines to be followed when assistance is needed. It is also charged with the administration of the "First Call Service" program. The Committee meets once or twice per year and consists of six members appointed by the president of the Association.

FUNDING COMMITTEE – The Funding Committee monitors Maine’s school finance and MSSA makes recommendations on behalf of Maine students. The Committee consists of one elected member from each region and meets, as necessary.

PROFESSIONAL DEVELOPMENT/CURRICULUM, ASSESSMENT AND WELFARE COMMITTEE - This Committee plans conferences and workshops on current educational issues including the October MSSA Annual Meeting, the January Winter Convocation, and others as needed. It also serves as an advisory committee to the Commissioner of Education in planning the annual Commissioner’s Conference. Three or four meetings are held each year as needed. The meetings are usually completed by using teleconference or video conferencing. The Committee consists of one elected member from each of the nine regions.

RESOLUTIONS (AD HOC) COMMITTEE - MSSA’s Executive Committee recommended the formation of the Resolutions Committee as an ad hoc committee in 2018. The purpose was to give MSSA a greater voice in matters across the state through the adoption of approved Resolutions by the MSSA membership. The Committee meets as necessary and consists of one member from each of the nine regions, appointed by the president.

MSMA ACTION COMMITTEE - The Action Committee serves as advisor and makes recommendations to the MSBA Policy Committee in the governance of the Maine School Management Association. A minimum of two meetings are held each year and at other times as needed. There are five members on the Committee – three are appointed by the president and two are elected by the membership.

SCHOOL NUTRITION PROGRAM COMMITTEE - The School Nutrition Program Committee consults and advises the School Nutrition Office in the Maine Department of Education. Membership consists of five members appointed by the president of the Association and there is one annual meeting.

SCHOOL CONSTRUCTION AND FACILITIES COMMITTEE - The School Construction and Facilities Committee represents and advises the Association membership on issues related to school construction and to consult with the school construction office in the Maine Department of Education. Membership consists of five members appointed by the president of the Association and meetings are held as needed.

AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS (AASA) GOVERNING BOARD – This Board is the governing board of the AASA. The group sets policy and develops statements on educational issues of national importance. The Board also approves the budget and sets the membership dues for AASA. Two members are elected to three-year terms by the MSSA membership, and the meetings are held twice a year (one in July and one at the AASA National Conference).

MEMBERS EITHER SERVE ON COMMITTEES OR BOARDS WITH THE FOLLOWING ORGANIZATIONS. ALL REPRESENTATIVES ARE APPOINTED BY THE PRESIDENT OF THE ASSOCIATION TO THESE POSITIONS, UNLESS OTHERWISE NOTED.

Office of Substance Abuse - (1 member)
Division of Certification - DOE (2 members)
Vocational Education - DOE (1 member)
Maine State Board of Education - (President of the Association)
Maine Principals' Association - (3 members)
Principals' Academy - (1 member)
NEASS - (3 members)
MADSEC - (1 member)
Project Impact – (2 members)
AASA Governing Board - (2 members)
Maine School Food Service Association - (1 member)
C-13 Military Families – (2 members)

MAINE SCHOOL SUPERINTENDENTS ASSOCIATION

OFFICERS, COMMITTEES, and LIAISONS

2022-2023

EXECUTIVE COMMITTEE

| | | | | |
|------------------|-----------------|-----------------------|--------------------|------|
| Eric Waddell | President | Kathy Harris-Smedberg | (At-Large) | 2023 |
| Patricia Hopkins | President-Elect | Ronald Jenkins | (Washington) | 2023 |
| Maria Libby | Vice President | Heather Perry | (Cumberland) | 2023 |
| Andrew Dolloff | Secretary | Deb Alden | (Action Committee) | 2024 |
| James Boothby | Past President | David Murphy | (Western Maine) | 2024 |
| Richard Colpitts | (AASA Liaison) | Mary Alice McLean | (Mid-Coast) | 2025 |
| Jeremy Ray | (AASA Liaison) | Jeremy Ray | (York) | 2025 |
| James Anastasio | (Kennebec) | Benjamin Sirois | (Aroostook) | 2025 |
| Jim Boothby | (Hancock) | Rhonda Sperrey | (Penquis) | 2025 |

LEGISLATIVE COMMITTEE

| | | | | | |
|-----------------------|--------------|------|-----------------|-----------------|------|
| Andrew Dolloff, Chair | (Cumberland) | 2025 | Tonya Arnold | (Mid Coast) | 2025 |
| Carl Gartley | (Kennebec) | 2023 | Kathy Martin | (Western Maine) | 2025 |
| Meg Parkhurst | (York) | 2023 | Reginald Ruhlin | (Hancock) | 2025 |
| Scott Porter | (Washington) | 2023 | Mark Stanley | (Aroostook) | 2025 |
| Gwen Smith | (Penquis) | 2024 | | | |

FUNDING COMMITTEE

| | | | | | |
|-------------------|-----------------|------|----------------|--------------|------|
| Jeremy Ray, Chair | (York) | 2024 | Jonathan Moody | (Kennebec) | 2025 |
| Howard Tuttle | (Mid Coast) | 2023 | Heather Perry | (Cumberland) | 2025 |
| Rick Green | (Western Maine) | 2024 | Jon Porter | (Aroostook) | 2025 |
| Rob Liebow | (Hancock) | 2024 | Scott Porter | (Washington) | 2025 |
| Kelly MacFayden | (Penquis) | 2024 | | | |

PROFESSIONAL DEVELOPMENT/CURRICULUM

ASSESSMENT & WELFARE COMMITTEE

| | | | | | |
|------------------|-----------------|------|-----------------|-------------|------|
| Pam Doyen, Chair | (Western Maine) | 2025 | Larry Worcester | (Aroostook) | 2024 |
| Terry Cooper | (York) | 2023 | Jay Charette | (Kennebec) | 2025 |
| Ronald Ramsay | (Washington) | 2023 | Kate Clark | (Mid Coast) | 2025 |
| Nichole Pothier | (Hancock) | 2024 | Stacy Shorey | (Penquis) | 2025 |
| Chris Record | (Cumberland) | 2024 | | | |

RESOLUTIONS (AD HOC) COMMITTEE

| | | | |
|-------------------|-----------------|-------------|--------------|
| Mike Tracy, Chair | (Kennebec) | Joel Hall | (Aroostook) |
| Jim Boothby | (Hancock) | Greg Palmer | (Penquis) |
| John Caverly | (York) | Ron Ramsay | (Washington) |
| Kate Clark | (Mid-Coast) | | |
| Andrew Dolloff | (Cumberland) | | |
| Pam Doyen | (Western Maine) | | |

ETHICS COMMITTEE

| | |
|--------------------|------|
| Geoff Bruno, Chair | 2025 |
| Anita Bernhardt | 2023 |
| Timothy Doak | 2023 |
| Richard Colpitts | 2024 |
| Patrick Manuel | 2024 |
| Jonathan Moody | 2025 |

SCHOOL CONSTRUCTION & FACILITIES COMMITTEE

Christopher Howell, Chair
James Anastasio
James Boothby
Benjamin Greenlaw
Jeremy Ray
Rhonda Sperrey

SCHOOL NUTRITION PROGRAM COMMITTEE

David Murphy, Chair
Timothy Doak
Andrew Dolloff
James Tager
Vacant

REPRESENTATIVES AND LIAISONS

- | | | |
|-----|---------------------------------------|---|
| 1. | Office of Substance Abuse | Richard Colpitts |
| 2. | DOE - Division of Certification | Cynthia Alexander/Patricia Hayden |
| 3. | DOE - CTE Education | Vacant |
| 4. | Maine State Board of Education | Eric Waddell |
| 5. | Maine Principals' Association | Andrew Dolloff/Kevin Jordan/Nick Raymond |
| 6. | Principals' Academy | James Boothby |
| 7. | NEASS | Jim Hodgkin/David Murphy/Jeff Porter |
| 8. | MADSEC | Louis Goscinski |
| 9. | Project Impact | Vacant/Paul Perzanoski |
| 10. | AASA Governing Board | Richard Colpitts – 2023/Jeremy Ray – 2024 |
| 11. | Maine School Food Service Association | Vacant |
| 12. | C13 – Military Families | Vacant/Vacant |

MSMA ACTION COMMITTEE

| | | |
|-------------------|-----|------|
| Roger Shaw, Chair | (E) | 2025 |
| Patricia Hopkins | (A) | 2023 |
| Patrick Manuel | (E) | 2023 |
| Deb Alden | (A) | 2024 |
| Chris Howell | (A) | 2025 |

Updated – 1-10-23-ds

Maine School Superintendents Association Purpose, Mission Statement and Core Values

Purpose:

Maine School Superintendents Association:
Leading for equity, excellence and opportunity for all Maine students.

Mission Statement:

The Maine School Superintendents Association (MSSA) is an organization committed to leadership that:

- Provides equity, creates opportunities for and promotes the success of every student;
- Develops ethical, visionary and competent leaders;
- Promotes community and legislative support for education;
- Advocates for public education and School Superintendents.

Core Values and Beliefs:

We believe members shall:

- Maintain high expectations for all students, staff and ourselves
- Advocate for resources essential to student learning
- Act with integrity and model professional behavior
- Champion the advancement of public education

Goals and Strategies

GOAL # 1: Our organization and members shall act with integrity, model professional behavior, and maintain high expectations for all students, staff and ourselves.

To accomplish this goal, the following strategies will be taken at each level:

MSSA:

- Develop and implement a communication plan
- Participate in professional learning to strengthen education leadership skills
- Distribute good stories of education and superintendency
- Provide a new superintendent's orientation and induction program
- Contact potential new mentors from similar profile systems for new superintendents

REGIONS:

- Provide opportunities to discuss regional differences
- Support a comprehensive induction program

INDIVIDUALS:

- Act as chief communicator for the organization
- Act as mentor to new superintendents
- Reach out to other superintendents and MSSA to learn more about how to effectively, efficiently and ethically influence all stakeholders to improve education
- Participate in professional learning

GOAL # 2: Our organization and members shall advocate for resources and partnerships essential to student learning and champion the advancement of public education and School Superintendents.

To accomplish this goal, the following strategies will be taken at each level:

MSSA:

- Provide training for regions on the legislative process and strategies to influence public policy at the state level
- Provide talking points on key issues
- Monitor and influence decision making at the state level; and organize activities and strategies to develop positive relationships with state-wide leaders, and local leaders
- Organize activities and strategies to develop positive relationships with state-wide leaders
- Create opportunities to collaborate and partner with organizations to promote and advocate for public education.
- Engage in programs and services to help enhance the leadership capacities and management capabilities of present and aspiring school superintendents

REGIONS:

- Sponsor legislative activities to build relationships with legislators, influence public policy and advocate for public education
- Schedule regular report-outs from committee representatives and provide input to guide the work
- Review talking points and discuss how to effectively get the message out
- Organize activities and strategies to develop positive relationships with regional representatives and legislators

INDIVIDUALS:

- Contact local legislators and governmental representatives to establish relationships, share talking points and add local elements to personalize the context, influence public policy, and advocate for public education
- Organize activities and strategies to develop positive relationships with legislators, regional representatives and local officials
- Contact MSSA to provide information that will help them influence policy or develop talking points

Adopted by the MSSA Membership
Date: June 30, 2009

Revised by MSSA Membership
Date: June 25, 2019

REGIONAL ASSOCIATIONS

The Maine School Superintendents Association is divided into nine Regional Associations in which the members meet and discuss issues of importance to their region and the state. Also, each Association provides an information relay system for their area and chooses representatives to serve on the MSSA Executive, Legislative, Funding, and Professional Development Committees. **(Some meetings are being held via Zoom, some in person, please confirm if you are planning to attend.)**

PRESIDENTS OF MSSA REGIONAL ASSOCIATIONS 2022-2023

| | | |
|--------------------|--|--|
| REGION I | AROOSTOOK COUNTY SUPERINTENDENTS ASSOC. (2nd Tues. monthly) <u>Ben Greenlaw, Superintendent of Schools, MSAD01</u> PO Box 1118 Presque Isle, ME 04769 TEL: 764-4101 x 1103 EMAIL: greenlawb@sad1.org | Second Tuesday 9:00 a.m. In Person Presque Isle H.S. |
| REGION II | PENQUIS SUPERINTENDENTS ASSOC. (Every other Thurs) <u>Gwen Smith, Superintendent of Schools, Greenbush</u> 129 Military Road Greenbush, ME 04418 TEL: 826-2000 EMAIL: gsmith@hsgreenbush.org | Currently meeting bi-weekly Thursday 9:15 a.m. |
| REGION III | WASHINGTON COUNTY SUPERINTENDENTS ASSOC. (2nd Wed. monthly) <u>Kenneth Johnson, Superintendent of Schools, AOS 77</u> PO Box 190 Eastport, ME 04631 TEL: 853-2567 EMAIL: superintendent@sunrisecountyschools.com | 9:00 a.m. Monthly Bluebird Restaurant |
| REGION IV | HANCOCK COUNTY SUPERINTENDENTS ASSOC. (2nd Tues monthly) <u>James Boothby, Superintendent of Schools, RSU 25</u> 62 Mechanic Street Bucksport, ME 04416 TEL: 469-7311 EMAIL: jim.boothby@rsu25.org | 9:00 a.m. either via Zoom or Ellsworth Sch. Dept |
| REGION V | MID-COAST SUPERINTENDENTS ASSOC. (3rd Thursday. monthly) <u>Chris Downing, Superintendent of Schools, RSU 20</u> 6 Mortland Road Searsport, ME 04974 TEL: 548-2310 EMAIL: cdowning@rsu20.org | 9:00 a.m. Monthly Location - TBD |
| REGION VI | WESTERN MAINE SUPERINTENDENTS ASSOC. (2nd Wed. monthly) <u>Pamela Doyen, Superintendent of Schools, RSU 56</u> 147 Weld Street Dixfield, ME 04224 TEL: 562-4300 EMAIL: pdoyen@rsu56.org | 9:30 a.m. Monthly Auburn Hall – 60 Court St. |
| REGION VII | CUMBERLAND COUNTY SUPERINTENDENTS ASSOC. (3rd Fri monthly) <u>Chris Howell, Superintendent of Schools, RSU 14</u> 228 Windham Center Road Windham, ME 04062 TEL: 892-1800 EMAIL: chowell@rsu14.org | 8:30 – 11:00 a.m. Westbrook Voc Ctr. |
| REGION VIII | KENNEBEC VALLEY SUPERINTENDENTS ASSOC. (2nd Thursday monthly) <u>James Anastasio, Superintendent of Schools, Augusta</u> 40 Pierce Drive, Suite 3 Augusta, ME 04330 TEL: 626-2468 EMAIL: janastasio@augustaschools.org | 1:00 p.m. RSU 18 Central Office |
| REGION IX | YORK COUNTY SUPERINTENDENTS ASSOC. <u>Jeremy Ray, Superintendent of Schools, Biddeford & Dayton School Depts.</u> 18 Maplewood Avenue Biddeford, ME 04005 TEL: 282-8280 x 7062 EMAIL: jray@biddefordschools.me | Currently meeting weekly Via Zoom Friday 8:00 am |

AWARDS PRESENTED BY MSSA

SUPERINTENDENT OF THE YEAR

This award may be presented each year to a member of the Maine School Superintendents Association. Nominations may be made by school board members, regional groups, or individual MSSA members.

ASSISTANT SUPERINTENDENT OF THE YEAR

This award may be presented each year to a member of the Maine School Superintendents Association. Nominations may be made by school board members, regional groups, or individual MSSA members.

PRESIDENTS AWARD

The Presidents gavel is presented to the outgoing President of the Maine School Superintendents Association.

DISTINGUISHED SERVICE AWARD

The Distinguished Service Award is not necessarily an annual award. Its recipient(s) must be someone who has made real, recognizable, outstanding contributions in the field of education on the local, state, and/or national levels. They must be responsible for having promoted better education in the positions held. The recipient(s) must have assisted other educators in the development of worthy educational objectives. Nominations for the Distinguished Service Award will be subject to the approval of the members of the Executive Committee of the Maine School Superintendents Association.

OUTSTANDING EDUCATIONAL LEADERSHIP AWARD

This program shall recognize members of the Maine School Superintendents Association who have demonstrated outstanding educational leadership through service to the Association, the development of exemplary educational programs, and service to the educational profession. (You must be a member of the MSSA for a minimum of three years to be eligible for this award).

The awards for outstanding educational leadership shall be limited to not more than nine per year and no more than one per region.

ADMINISTRATION OF PROGRAM:

1. Nomination for awards: Members of the Association may be nominated for the outstanding educational leadership award by a regional group (one per region).
2. The Executive Committee of the Association shall receive all nominations and determine the number of awards that shall be presented.

3. The Executive Director of the Association shall be responsible for securing plaques, certificates, and other awards for the recipients.
4. The awards shall be presented by the MSSA Officers at the Annual Commissioner's Conference in June.
5. Press releases shall be arranged for by the MSSA Executive Director.

Adopted: December 1983

Amended: Sept. 1999, August 2003, August 2006, May 2010, May 2011; June 27, 2017

Service Awards

The Maine School Superintendents Association shall establish a program to recognize outstanding service by Maine school superintendents to the public schools of the State of Maine.

This program shall recognize members of the Maine School Superintendents Association who has served Maine schools as a superintendent or assistant superintendent of schools.

There shall be no limit as to the number of awards for term of service as a superintendent or assistant superintendents.

- (a) For 10 - 15 - 20 - 25 - 30+ years of total service in Maine schools.
- (b) Retirement awards will be given after 10 years of service in Maine schools.

MSSA AWARDS

Distinguished Service

- 2022 Kristie Littlefield, Executive Director, Western Maine Education Collaborative
David Walker, Superintendent , RSU 34 (Old Town)
- 2021 Dr. Nirav Shah, Director, Maine CDC
- 2020 Not awarded
- 2019 Sandra J. MacArthur, Director of Educational Outreach, U of ME – Farmington
- 2018 Becky Fles, Past President MSBA
- 2017 Senator Brian D. Langley
Representative Victoria Kornfield

- 2016 Representative Paul A. Stearns
- 2015 James E. Rier, Jr., Commissioner of Education
- 2014 Harry R. Pringle, Esq., Drummond Woodsum
- 2013 Michael R. Cormier, Superintendent, Mt. Blue Regional School District/RSU #9
Roger S. Shaw, Superintendent, MSAD #42
- 2012 Elizabeth "Bette" J. Manchester, Executive Director, Maine International Center for Digital Learning (MICDL)
- 2011 Jill Adams, Executive Director, Maine Administrators of Services for Children with Disabilities
- 2010 Anne Pooler, Dean, College of Education & Human Development, UMO
- 2009 Omar P. Norton, MSAD #26 and School Union #92
- 2008 Richard A. Gould, School Union 60 (Greenville School Board)
- 2007 Dale A. Douglass, Maine School Management Association
- 2006 Senator Susan M. Collins, United States Senate
Senator Olympia J. Snowe, United States Senate
- 2005 Hugh G.E. MacMahon, Esquire, Drummond Woodsum and MacMahon
- 2004 Angus S. King, Jr., Former Governor of Maine
Mary J. Herman, Former First Lady
- 2003 Weston L. Bonney, State Board of Education
John W. Skehan, Retired Professor, University of Maine Orono
- 2002 Irvin G. Belanger, Maine House of Representatives
Shirley K. Richard, Maine House of Representatives
- 2001 Ronald T. Barker, Maine School Management Association
- 2000 J. Duke Albanese, Commissioner of Education
- 1999 Peter E. Geiger, Geiger Brothers
Dr. David L. Silvernail, University of Southern Maine
- 1998 Dr. Gordon Donaldson, University of Maine System
Kevin Healey, UNUM Corporation
Dr. Walter McIntire, University of Maine System

- 1997 James E. Rier, Jr., Maine State Board of Education
- 1996 William J. McKee, Maine State Board of Education
Marjorie Murray Medd, Maine State Board of Education
- 1995 Paul E. Brunelle, MSMA
Philip A. Dionne, Maine State Board of Education
- 1994 Dr. Edward N. Brazee, University of Maine System
Dr. Robert A. Cobb, University of Maine System
Dr. Lynne Miller, University of Maine System
- 1993 None
- 1992 James F. Orr, III, UNUM Corporation
Dorothy D. Moore, University of Southern Maine
- 1991 Leon Gorman, L.L. Bean
- 1990 Nelson Walls, Maine Leadership Consortium
- 1989 Caroline Sturtevant, Maine Department of Education Leadership

Outstanding Leadership

| | | | |
|------|--|------|--|
| 2022 | James N. Anastasio James S. Boothby Xavier E. Botana N. Kimberly Brandt Maria Libby | 2013 | Kenneth L. Coville Patricia A. Duran |
| | | 2012 | Linda F. Laughlin Betsy M. Webb |
| 2021 | Xavier Botana Patricia Hopkins Jeremy Ray | 2011 | Daniel A. Higgins Franklin D. Keenan Thomas W. Morrill Elizabeth J. St. Cyr |
| 2020 | Brent Colbry Christian Elkington Tina Meserve | 2010 | Cornelia L. Brown Heather J. Perry |
| 2019 | Michael Eastman Katherine Grondin Ellen Halliday Bonnie Levesque Michael Roy Rhonda Sperrey | 2009 | Clayton D. Belanger Robert G. Bouchard, Jr. Donald L. Siviski Dr. Thomas J. Ward David A. Walker |
| 2018 | Brent Colbry Mark Hurvitt David Theoharides Cheri Towle William "Bill" Webster | 2008 | Franklin R. McElwain Paul A. Stearns |
| | | 2007 | William P. Braun Mark S. Eastman E. Barry McLaughlin |
| 2017 | Andrew R. Dolloff Kevin T. Jordan Susan A. Pratt Roger S. Shaw | 2006 | Emil P. Genest Patricia M. Hopkins Joseph C. Mattos Sylvia T. Pease Scott K. Porter Roger S. Shaw |
| 2016 | James Boothby James Hodgkin Eileen King Scott Porter Gary Newell Smith | 2005 | John B. Backus Eileen E. King James C. Morse Henry R. Scipione Shannon L. Welsh |
| 2015 | David M. Anderson Timothy L. Doak Andrew W. McAuliff | 2004 | Richard A. Abramson Jeannette M. Condon Larry B. Littlefield Richard A. Lyons |
| 2014 | Brent Colbry Michael Hammer David W. Murphy Allan G. Snell | | |

| | | | |
|------|--|------|---|
| 2003 | Sandra B. Bernstein Ronald D. Jenkins Harvey R. Kelley, Jr. Paul D. Knowles Barbara R. Pillsbury | 1995 | David J. Lyon Francis E. McDermott Raymond H. Poulin, Jr. |
| 2002 | Frederick R. Bechard Robert Ervin Donald J. Kanicki Thomas Scott J. Michael Wilhelm | 1994 | Irvin Belanger Gerald Clockedile Gehrig Johnson |
| 2001 | Michael R. Cormier Susan A. Gendron Owen P. Maurais | 1993 | Mark S. Eastman Raymond Freve |
| 2000 | Leon A. Duff Perry H. Jordan Roger S. Shaw | 1992 | Ronald T. Barker Ozias H. Bridgham Dale A. Douglass Rodney Hatch Judith MacLean Lucarelli |
| 1999 | James F. Doughty Paul Johnson Terrance McCannell H. Graham Nye Judith S. Stallworth | 1991 | Bruce McGray Nelson Megna Stanley Sawyer Don Waddell |
| 1998 | Arthur Benner Terrance Despres Barbara Eretzian Robert Hasson Leonard Ney Paul Whitney | 1990 | Robert Kautz |
| 1997 | Robert V. Connors Leon J. Levesque Paul J. Malinski | 1989 | J. Duke Albanese Frank Harrison Gary Johnston Richard E.A. Marx Robert Pelletier |
| 1996 | Connie D. Goldman John W. Skehan | 1988 | S. Reed Payne Theodore G. Sharp |
| 1984 | Richard E. Babb Betty A. Jordan Roger A. Spugnardi | 1986 | James E. Cowan Morton E. Hamlin Roy Loux |
| | | 1985 | Richard S. Ladner Ronald C. Bailey Dale F. Doughty Dale D. Higgins |

Maine Superintendent of the Year

| | | | |
|------|-------------------------|------|----------------------|
| 2022 | Christopher Howell | 2002 | Susan A. Gendron |
| 2021 | Andrew Dolloff | 2001 | Terrance W. Despres |
| 2020 | David Murphy | 2000 | Wesley E. Kennedy |
| 2019 | John McDonald | 1999 | Gerald S. Clockedile |
| 2018 | Timothy L. Doak | 1998 | Robert V. Connors |
| 2017 | Mary Nash | 1997 | Gehrig T. Johnson |
| 2016 | Richard Colpitts | 1996 | James F. Doughty |
| 2015 | Steven W. Bailey | 1995 | Mark S. Eastman |
| 2014 | None | 1994 | Rodney P. Hatch |
| 2013 | Betsy M. Webb | 1993 | None |
| 2012 | Suzanne T. Godin | 1992 | J. Duke Albanese |
| 2011 | Robert G. Bouchard, Jr. | 1991 | None |
| 2010 | None | 1990 | Roy D. Loux |
| 2009 | Eileen E. King | 1989 | Jerry T. White |
| 2008 | Michael R. Cormier | 1988 | Leo G. Martin |
| 2007 | Larry B. Littlefield | | |
| 2006 | Sandra B. Bernstein | | |
| 2005 | Barbara J. Eretzian | | |
| 2004 | Richard A. Lyons | | |
| 2003 | J. Michael Wilhelm | | |

Maine Assistant Superintendent of the Year

| | |
|------|--------------------|
| 2022 | None |
| 2021 | Anita Bernhardt |
| 2020 | Christopher Record |
| 2019 | Kathy Germani |
| 2018 | JoAnne A. Sizemore |
| 2017 | None |
| 2016 | Emil Genest |

BENEFITS OF MEMBERSHIP

As a member of the Maine School Superintendents Association, the following services are either provided or made available to you:

- ✓ Statewide Representation
- ✓ Conferences/Workshops Throughout the Year
- ✓ Professional Development Opportunities
- ✓ Professional Networking
- ✓ Nine Regional Organizations
- ✓ A Working Relationship with AASA (National Organization)
 - ✓ Discover Card Scholarship Program
 - ✓ National Conference
 - ✓ Superintendent of the Year
- ✓ Recognition Awards for Members
- ✓ Legal Assistance Support Through Our Ethics Committee
- ✓ First Call Legal Services
- ✓ AD&D Insurance
- ✓ And Much More

The following services are provided through MSSA's membership in Maine School Management Association.

- ✓ New Superintendent/Assistant Superintendent Orientation
- ✓ Toll Free Telephone Line for Consultation
- ✓ Policy Services
- ✓ Email Membership Directory and Updates
- ✓ Newsletters/Bulletins
- ✓ Legislative Alerts

ETHICS ASSISTANCE/FIRST CALL SERVICE

Problems involving the ethical conduct of any school administrator or relations with the school board which may jeopardize his or her personal welfare shall be referred to the MSSA Ethics Committee.

The Ethics Committee shall provide the member with recommended procedures. The Ethics Committee, in conjunction with the Executive Committee, may authorize monies for legal consultation.

FIRST CALL “Better Schools for Maine Students”

First Call Service

“First Call” is a service that the Maine School Superintendents Association offers its members.

If a member feels that his/her contract or future employment may be jeopardized by possible action of the school board, he/she may call the MSSA Executive Director and/or the Chair of the MSSA Ethics Committee and relate the circumstances.

The Chair of the MSSA Ethics Committee, in consultation with the Executive Director, is authorized to approve the “First Call” to the association’s legal counsel. The purpose of this call is to determine whether or not the member needs to seek additional legal counsel.

There is no financial expense to the member for this “First Call” service.

For more information, please contact: Eileen E. King, Executive Director, MSSA, 1-800-660-8484.

MSSA Legal Support Program

This program is designed to provide MSSA members subsidized legal assistance under circumstances defined by the MSSA Ethics Committee.

Application for Assistance



Whenever a MSSA member seeks financial support for legal aid or legal advice, such inquiries should be addressed to the Chair of the MSSA Ethics Committee and/or the Executive Director of the Maine School Superintendents Association. If the original inquiry is oral, it shall be followed by a written request for assistance.

Limitations

- A. All requests for MSSA legal support will be directly related to the applicant’s welfare as a school superintendent or assistant superintendent. The Maine School Superintendents Association will not duplicate the protection provided by other liability insurances.
- B. Assistance from MSSA shall be limited to a reimbursement of up to \$500. Under no circumstances will any of these funds be provided to assist members in the negotiation of employment contracts.

Additional Services from the National Association

If you are a member of the American Association of School Administrators, you are eligible for the following additional legal services.

AASA

- Up to \$1,000,000 professional liability insurance (a member may pay to upgrade to \$2,000,000)
- Legal Support Program, up to \$20,000 (\$2,000 for each year of continuous membership up to 10 years)

For more information about AASA legal services, call 1-703-528-0700 or at www.aasa.org.

2022-2023 MSSA Ethics Committee

Geoff Bruno, Chair, Scarborough School Dept.

Patrick M. Manuel, RSU 1 (Bath)

Anita Bernhardt, RSU 21 (Kennebunk)

Jonathan Moody, RSU 54 (Skowhegan)

Richard Colpitts, Unorganized Territories (Augusta)

Timothy Doak, RSU 39 & RSU 86/MSAD 20

(Caribou & Ft. Fairfield)

MSSA Statement of Ethics for Educational Leaders

MSSA and its members shall act with integrity, model professional behavior, and maintain high expectations for all students, staff and ourselves. An educational leader's professional conduct must conform to an ethical code of behavior, and the code must set high standards for all educational leaders and commit to serving others above self and promote equity in the practices of the School Administrative Unit. This responsibility requires a leader who:

1. Provides professional leadership across the district and also across the community.
 - a. Knows and upholds the procedures, policies, laws, and regulations relevant to professional practice regardless of personal views; and pursues appropriate measures to correct those laws, policies, and regulations that are not consistent with sound educational goals or that are not in the best interest of children.
 - i. Enhances one's professional effectiveness by staying current with ethical principles and decisions from relevant sources including professional organizations.
 - ii. Actively participates in educational and professional organizations and associations.
 - b. Advises the school board and implements the board's policies and administrative rules and regulations.
 - i. Advocates for adequate resources and facilities to ensure equitable opportunities for all students.
 - ii. Influences and supports decisions and actions that positively impact teaching and learning, educational leadership and student services.
 - iii. Ensures equity and non-discrimination in the school administrative unit's hiring practices.
 - c. Engages in professional or personal activity that supports one's effectiveness within the school community; and refrains from using their position for personal gain.
 - i. Avoids relationships with students which might impair objectivity and increase the risk of harm to student learning or well-being or decrease educator effectiveness.
 - ii. Collaborates with community agencies, organizations, and individuals in order to advance students' best interests without regard to personal reward or remuneration.
 - iii. Maintains the highest professional standards of accuracy, honesty, and appropriate disclosure of information when representing the school or district within the community and in public communications.

- iv. Considers the implications of offering or accepting gifts and/or preferential treatment by vendors or an individual in a position of professional influence or power.
- 2. Promotes effective and appropriate relationships with colleagues.
 - a. Enhances the professional growth and development of new teachers and administrators by supporting effective field experiences, mentoring or induction activities across the career continuum.
 - b. Ensures that educators who are assigned to participate as mentors for new educators, cooperating teachers, or other leadership positions are prepared and supervised to assume these roles.
 - c. Ensures that educators are assigned to positions in accordance with their credentials, preparation, and experience in order to maximize students' opportunities and achievement.
 - d. Works to ensure a workplace environment that is free from harassment.
 - e. Honors all contracts until fulfillment, release or dissolution mutually agreed upon by all parties.
- 3. Maintains standards of exemplary professional conduct while recognizing their actions will be viewed and appraised by the community, professional associates and students.
 - a. Implements professional standards and local, state and national laws.
 - i. Confronts and takes reasonable steps to resolve conflicts between the Code of Conduct and maintains fidelity to the Code by taking proactive steps when having reason to believe that another educator may be approaching or involved in an ethically compromising situation.
 - ii. Advocates for adequate resources and facilities to ensure equitable opportunities for all students.
 - iii. Accepts the responsibilities, performing duties and providing services corresponding to the area of certification, licensure, and training of one's position.
 - iv. Reflects upon and assessing one's professional skills, content knowledge, and competency on an ongoing basis.
 - v. Commits to ongoing professional learning.
 - b. Accepts academic degrees or professional certification only from accredited institutions.

- c. Acknowledges the need to use technology responsibly and ethically in educational settings.
 - d. Fulfills all professional duties with honesty and integrity and always acts in a trustworthy and responsible manner with staff and students.
 - e. Acknowledges the need to use technology responsibly and ethically in educational settings and understands and abide by the district's policy on the use of technology and communication.
 - i. Considers the ramifications of using social media and direct communication via technology on one's interactions with students, colleagues, and the general public; and exercises prudence in maintaining separate and professional virtual profiles, keeping personal and professional lives distinct.
 - ii. Promotes the benefits of and the limitations of various appropriate technological applications with colleagues, appropriate school personnel, parents, and community members.
 - iii. Knows how to access, document, and use proprietary materials and understands how to recognize and prevent plagiarism by students and educators.
 - iv. Recognizes that some electronic communications are records under the Freedom of Information Act (FOIA) and state public access laws and should consider the implications of sharing sensitive information electronically either via professional or personal devices/accounts.
 - v. Is vigilant in identifying, addressing and reporting (when appropriate and in accordance with local district, state, and federal policy) inappropriate and illegal materials/images in electronic or other forms.

Monitors to the extent practical and appropriately reporting information concerning possible cyberbullying incidents and their potential impact on the student learning environment.
 - vi. Understands the intent of Federal Educational Rights to Privacy Act (FERPA) and how it applies to sharing electronic student records; including taking appropriate and reasonable measures to maintain confidentiality of student information and educational records stored or transmitted through the use of electronic or computer technology.
4. Acknowledges that he or she serves the schools and community by providing equal educational opportunities to each and every child.
- a. Makes the education and well-being of students the fundamental value of all decision making.

- i. Strives to attain diversity, equity, and inclusion of all voices and experiences.
 - ii. Conducts research in an ethical and responsible manner with appropriate permission and supervision.
 - b. Supports the principles of due process.
 - i. Respects the privacy of students and the need to hold in confidence certain forms of student communication, documents, or information obtained in the course of professional practice.
 - ii. Upholds parents'/guardians' legal rights, as well as any legal requirements to reveal information related to legitimate concerns for the well-being of a student.
 - iii. Protects the confidentiality of student records and releasing personal data in accordance with prescribed state and federal laws and local policies.
 - c. Protects the civil and human rights of all individuals.
 - i. Seeks to understand students' educational, academic, personal, and social needs as well as students' values, beliefs, and cultural background(s).
 - ii. Respects the dignity, worth, and uniqueness of each individual student including, but not limited to, race, sex, gender, gender expression, language, physical and intellectual ability, socioeconomic status, sexual orientation, indigenous origin, religion, and all aspects of human identity that have been subjugated within our society.
 - iii. Establishes and maintains an environment that promotes the emotional, intellectual, physical, and sexual safety of all students.
- 5. Emphasizes accountability and results, strives for increased student achievement, and holds high expectations for each and every student.
 - a. Maintains the standards and seeks to improve the effectiveness of the profession through research and continuing professional development.
 - b. Creates learning communities that recognize and value diversity and advocates for equitable access for all students to the highest level of quality public education.
 - c. Facilitates continued self-examination of practices and policies recognizing bias and stereotyping; and adopts guidance and takes actions that ensure that students'

success will not be predicted nor predetermined by either real or perceived identities.

- d. Provides students, regardless of their race, color, sex, sexual orientation, gender identity, religion, ancestry, national origin or disability with equitable opportunities and support to learn in Maine's public schools.
- e. Seeks to use evidence, instructional data, research, and professional knowledge to inform practice.
- f. Uses data, data sources, or findings accurately and reliably.
- g. Increases students access to the curriculum, activities, and resources in order to provide a quality and equitable educational experience.
- h. Works to engage the school community to close achievement, opportunity, and attainment gaps.

FORMER MSSA PRESIDENTS

| | | |
|------------|----------------------|------------------------------|
| 2021-2022 | James S. Boothby | RSU 25 (Bucksport) |
| 2020-2021 | Richard Colpitts | MSAD 17 (South Paris) |
| 2019-2020 | Scott Porter | AOS 96 (Machias) |
| 2018-2019 | Patrick M. Manuel | RSU 1 (Bath) |
| 2017-2018 | Betsy M. Webb | Bangor School Department |
| 2016 -2017 | Steven W. Bailey | AOS 93 (Damariscotta) |
| 2015-2016 | Susan A. Pratt | MSAD 58 (Phillips) |
| 2014-2015 | Suzanne T. Godin | South Portland |
| 2013-2014 | David W. Murphy | MSAD 44 (Bethel) |
| 2012-2013 | Paul A. Stearns | MSAD 4/RSU 4 (Guilford) |
| 2011-2012 | Michael R. Cormier | RSU 9 (Farmington) |
| 2010-2011 | Roger S. Shaw | AOS 99 (Mars Hill) |
| 2009-2010 | Shannon L. Welsh | RSU 5 (Freeport) |
| 2008-2009 | Eileen E. King | Union 49 (Boothbay Harbor) |
| 2007-2008 | E. Barry McLaughlin | Union 107 (Baileyville) |
| 2006-2007 | Sandra B. Bernstein | SAD 27 (Fort Kent) |
| | E. Barry McLaughlin | Union 107 (Baileyville) |
| 2005-2006 | Larry B. Littlefield | Kittery |
| 2004-2005 | Paul J. Malinski | Union 44/CSD 915 (Sabattus) |
| 2002-2004 | Barbara J. Eretzian | Auburn |
| 2001-2002 | Richard A. Lyons | SAD 22 (Hampden) |
| 2000-2001 | Frederick R. Bechard | SAD 57 (Waterboro) |
| 1999-2000 | Stan Sawyer | Westbrook |
| 1998-1999 | Terrance W. Despres | Winthrop |
| 1997-1998 | Betty A. Jordan | Union 102 (Machias) |
| 1996-1997 | Gerald S. Clockedile | Union 7 (Saco) |
| 1995-1996 | Paul Johnson | SAD 60 (North Berwick) |
| 1994-1995 | Mark S. Eastman | SAD 42 (Mars Hill) |
| 1993-1994 | J. Duke Albanese | Messalonskee School District |
| 1992-1993 | Dale A. Douglass | Brunswick |
| 1991-1992 | Albert S. Hall | Waterville |
| 1990-1991 | Robert Kautz | CSD 18 (Wells-Ogunquit) |
| 1989-1990 | Leonard G. Ney | SAD 64 (Corinth) |
| 1988-1989 | Howard Cushman | Union 7 (Saco) |
| 1987-1988 | Hartland Cushman | SAD 48 (Newport) |
| 1986-1987 | Roy Loux | Auburn |
| 1985-1986 | Ralph Ryder | Union 113 (East Millinocket) |
| 1984-1985 | Bruce McGray | SAD 35 (Eliot) |
| 1983-1984 | Daniel A. Calderwood | Brunswick |
| 1982-1983 | Richard Ladner | Union 30 (Lisbon) |
| 1981-1982 | Dr. John W. Skehan | SAD 22 (Hampden) |
| 1980-1981 | Dale Doughty | SAD 9 (Farmington) |
| 1979-1980 | John A. Houghton | Madawaska |
| 1978-1979 | Morton E. Hamlin | SAD 51 (Cumberland) |
| 1977-1978 | Dale D. Higgins | Ellsworth |
| 1976-1977 | Hamilton Giberson | SAS 29 (Houlton) |
| 1975-1976 | Richard E. A. Marx | SAD 34 (Belfast) |

| | | |
|-----------|----------------------|-------------------------|
| 1974-1975 | Lawrence Lewis | Union 90 (Greenbush) |
| 1973-1974 | J. Raymond Brennick | SAD 9 (Farmington) |
| 1972-1973 | Frank H. Harrison | Yarmouth |
| 1971-1972 | Clifford P. Tinkham | Union 47 (Bath) |
| 1970-1971 | Wendell G. Eaton | Bangor |
| 1969-1970 | Woodrow A. Mercier | Millinocket |
| 1968-1969 | Arnold Selwood | Augusta |
| 1967-1968 | Carroll R. McGary | Westbrook |
| 1966-1967 | John Houston | Union 52 (Winslow) |
| 1965-1966 | Wayne Roberts | South Portland |
| 1964-1965 | Robert Wells | SAD 9 (Farmington) |
| 1963-1964 | Lewis E. Webber | Auburn |
| 1962-1963 | Buford C. Grant | Waterville |
| 1961-1962 | John I. Seekins, Jr. | SAD 71 (Kennebunk) |
| 1960-1961 | Carroll B. Ronco | Bar Mills |
| 1959-1960 | Frank H. Kent | SAD 4 (Guilford) |
| 1958-1959 | Roland B. Andrews | SAD 1 (Presque Isle) |
| 1957-1958 | J. Weldon Russell | Lewiston |
| 1956-1957 | Neil V. Sullivan | |
| 1955-1956 | William Soule | Portland |
| 1954-1955 | Lawrence A. Peakes | Bangor |
| 1953-1954 | | |
| 1952-1953 | | |
| 1951-1952 | | |
| 1950-1951 | | |
| 1949-1950 | Carl Lord | Union 52 (Winslow) |
| 1948-1949 | Roland Carpenter | Bangor |
| 1947-1948 | George Beal | South Portland |
| 1946-1947 | Joseph Leonard | Old Town |
| 1943-1946 | Raymond S. Finley | SAD 54 (Skowhegan) |
| 1942-1943 | James A. Hamlin | Caribou |
| 1942-1943 | Harry C. Hull | Union 7 (Saco) |
| 1941-1942 | George I. Cummings | SAD 29 (Houlton) |
| 1940-1941 | Howard R. Houston | Brewer |
| 1939-1940 | Leroy E. Williams | Union 25 (Rumford) |
| 1938-1939 | William B. Jack | Portland |
| 1937-1938 | Deane W. Rollins | SAD 46 (Dexter) |
| 1936-1937 | John Gyger | Falmouth |
| 1935-1936 | Harold B. Clifford | CSD 3 (Boothbay Harbor) |
| 1934-1935 | Alden A. Woodworth | SAD 45 (Washburn) |
| 1933-1934 | Harry A. Foster | SAD 21 (Dixfield) |
| 1932-1933 | George H. Beard | Union 98 (Bar Harbor) |
| 1931-1932 | Frank C. McGouldrick | SAD 21 (Canton) |
| 1930-1931 | Irving W. Small | Bangor |
| 1929-1930 | Henry Coburn | SAD 20 (Fort Fairfield) |
| 1928-1929 | W. H. S. Ellingwood | Westbrook |
| 1927-1928 | Frank W. Rowe | SAD 40 (Warren) |
| 1925-1927 | W. C. McCue | SAD 60 (Berwick) |

**MSSA Advisory Statement on Employing Professional Staff
After August 1 and During the School Year**

Maine School Superintendents Association recognizes the pressures felt by local superintendents when filling professional staff vacancies in the weeks immediately preceding the opening of school and during the school year itself. All superintendents strive to have a full complement of highly qualified staff in place for the first day of school and throughout the school year.

When considering a candidate who is currently employed in another Maine school system after August 1 or after the start of the school year, superintendents must proceed with great care. Superintendents have a professional obligation to honor the notice period should they wish to hire during the time period in question. In this way, the district which is losing the staff member will have an opportunity to plan for an orderly transition with as little disruption as possible to student learning. Superintendents are encouraged to confer directly in such situations in order to ensure a smooth transition. Direct recruitment of contracted personnel is strongly discouraged.

MSSA requests that all superintendents adhere to the notice requirement. It is the best means available to ensure that no system is left unexpectedly with an unfilled professional staff position for the opening of school or once the year has begun.

-Approved by the MSSA Executive Committee
12/18/98

APPENDIX A

BYLAWS OF THE MAINE SCHOOL SUPERINTENDENTS ASSOCIATION

ARTICLE I

Name and Seal

Section 1. Name. The name of the Association shall be the Maine School Superintendents Association.

Section 2. Seal. The seal of the Association shall consist of a flat-faced circular die, with the words and figures, MAINE SCHOOL SUPERINTENDENTS ASSOCIATION, organized October 30, 1925, cut or engraved thereon.

ARTICLE II

Regional Divisions

Section 1. Number and Names. The Association shall have nine regional divisions: Aroostook, Cumberland, Hancock, Washington, Kennebec Valley, Mid-Coast, Penquis, Western Maine, and York.

Section 2. Members. Each Active member shall be associated with that regional division within which his/her superintendency is located and shall be entitled to vote on such matters as come before that division for a decision.

Section 3. Powers. Each regional division shall elect from among its Active members, in accordance with such procedures as the division adopts for such purpose, an individual to serve as a member of the Board of Directors of the Corporation for three-year staggered terms such that three members shall be elected each year. Such election shall be held prior to July 1.

Each regional division shall select, in accordance with such procedures as the division adopts for such purpose, an individual to serve as a member of the Nominating Committee, for a one-year term.

ARTICLE III

Executive Committee

Section 1. Number and Election. The government of the Association and the management and control of its affairs shall be vested in a Board of Directors, also referred to as the Executive Committee, which shall consist of a number of persons within the limits specified in the Articles of Incorporation, who shall be chosen in accordance with the Articles of Incorporation and the Bylaws. The number of Directors shall be initially determined in the Articles of Incorporation. Thereafter, the number of Directors may be increased or decreased, within the limits specified in the Articles of Incorporation, at any special or annual meeting of the Members, as provided in Articles VII and IX of these Bylaws. No decrease in the number of Directors shall have the effect of shortening the term of any incumbent Directors. Each Director shall hold office until the next annual meeting of the Directors and until his/her successor is elected and qualified. In addition to the Regional Directors, three Directors shall be

appointed annually by the President of the Association. The persons appointed shall serve a one-year term. The President shall consider unrepresented or underrepresented groups of members in making his/her appointment to one position and both members of the AASA Governing Board to the other positions. The appointment shall be made annually.

Section 2. Vacancies. Whenever there shall be a vacancy in the membership of the Executive Committee of one of the representative regional members, the appropriate regional division shall appoint a replacement, in accordance with the procedures adopted by the division for such purpose, to complete the term. Whenever there shall be a vacancy in the membership of the Executive Committee of the at-large Director, the President shall nominate a replacement who shall be appointed upon an affirmative vote of a majority of the members of the Executive Committee then in office at any properly called regular or special meeting of the Executive Committee. If a vacancy is due to the loss of an officer, the Executive Committee shall appoint a replacement in accordance with Section 4.6 of these Bylaws.

A vacancy in the Executive Committee shall occur the day following the death of an officer or member, the day a letter of resignation is received, the day following the day an Executive Committee member ceases to be an Active member, the day following the departure of an Executive Committee member from the region from which he/she was elected to serve, or the day following the day an officer or Executive Committee member is determined by the Executive Committee to be incapacitated.

Section 2.A. Alternates. In the event that a regular member representing one of the nine Regional Associations shall be unable to attend a regular or special meeting of the Executive Committee, then the regular member may name an alternate for that meeting who shall have full voting rights at that meeting. Should the regular member be unable to designate an alternate, then the president of that region may do so. The at-large members may designate an alternate who will have full voting rights at that meeting.

Section 3. Limit on Terms Served. Directors may serve successive terms without limit.

Section 4. Removal. Any member of the Executive Committee may be removed if the Executive Committee determines by a two-thirds vote of the members then in office at any properly called regular or special meeting of the Executive Committee that such member is incapacitated.

Section 5. Powers. The Executive Committee shall manage the property and affairs of the Association. It shall be the duty of the Executive Committee to establish the reimbursement rate for travel expenses and certify same to the Executive Director; to fill any vacancies that may occur among the officers; to contract for the services of an Executive Director; and to do all in its power to make the Association a useful and honorable institution.

Section 6. Meetings. The Executive Committee shall hold its annual meeting at such date, time, and place as shall be determined by the Executive Committee. Regular meetings of the Executive Committee shall be held in such places and at such times as the Executive Committee may determine, and if so determined, no notice thereof need be given.

Special meetings of the Executive Committee may be held at any time or place, whenever called by the president or on the written request of three members of the Executive Committee, reasonable notice thereof being given by the officer calling the meeting to each member of the Executive Committee, or at any time without formal notice, provided all the members are present or those not present have waived notice thereof. Such special meetings shall be held at such times and places as the notice thereof or waiver shall specify.

Section 7. Quorum. A majority of the Executive Committee then in office shall constitute a quorum for the transaction of business, but a lesser number in the absence of a quorum may adjourn any meeting from time to time, and the same may be held as adjourned without further notice. When a quorum is present at any meeting, a majority of the members of the Executive Committee present shall decide any question brought before such meeting.

Section 8. Unanimous Action. Any action required to be taken at a meeting of the Executive Committee, or any action which may be taken at a meeting of the Executive Committee, may be taken without a meeting if all of the members of the Executive Committee sign written consents setting forth the action taken or to be taken, at any time before or after the intended effective date of such action. Such consents shall be filed with the minutes of meetings of the Executive Committee and shall have the same effect as a unanimous vote.

Section 9. Committees. The Executive Committee by vote of a majority of the members thereof may designate a management sub-committee or one or more other sub-committees, each sub-committee to consist of one or more of the members, which, to the extent provided in said vote or in these bylaws and allowed by law, shall have and may exercise the powers of the Executive Committee in the management of the affairs of the Association, and may have power to authorize the seal of the Association to be affixed to all papers that may require it. Such sub-committee or sub-committees shall have such name or names as may be stated in these bylaws or as may be determined from time to time by vote of the Executive Committee. Such sub-committees shall keep regular minutes of their proceedings and report the same to the Executive Committee when required.

Section 10. Executive Director. The Executive Committee shall have the power to contract for the services of an Executive Director of the Association. The Executive Director shall be responsible for management of the day-to-day affairs of the Association and shall serve as the Association's liaison to the Maine School Management Association, the Maine School Boards Association, the Maine Department of Education, and the Maine Legislature.

ARTICLE IV

Officers

Section 1. Principal Officers. The principal officers shall be a President, President-Elect, Vice-President, Secretary-Treasurer, and Past President. The President-Elect, Vice President, and Secretary-Treasurer shall be elected annually by the Active members of the Association in accordance with the procedures set forth in Article VII of these Bylaws.

Section 2. President. The President shall be the chief executive officer of the Association and, when present, shall preside at all meetings of the Executive Committee and the Association. He/she shall have the general management of the affairs of the Executive Committee and the Association subject to the direction of the Executive Committee. Unless some other person is thereunto authorized by vote of the Executive Committee, and unless the Secretary-Treasurer shall sign, he/she shall sign all checks and drafts of the Association and shall perform such other duties and have such other powers as are commonly incident to his/her office and as the Executive Committee from time to time may designate.

Section 3. President-Elect. In the absence of the President, the President-Elect shall preside at any meeting of the Executive Committee or the Association. The President-Elect shall automatically assume the office of the President for the year following his/her term as President-Elect.

Section 4. Vice President. The Vice President shall perform the duties and exercise the powers of the President-Elect if the President-Elect is absent and shall perform such other duties and have such other powers as the Executive Committee from time to time may designate.

Section 5. Secretary-Treasurer. The Secretary-Treasurer shall direct the keeping of the accounts of the Association and direct and attend to the depositing of the funds and securities of the Association in such depositories or with such custodians as the Executive Committee shall designate. Unless the Executive Committee by vote directs otherwise, he/she may endorse for deposit or collection all notes, checks, and other instruments payable to the Association or its order, and may accept drafts on behalf of the Association. In addition, he/she may sign all checks and drafts of the Association, unless some other person is thereunto specifically authorized by vote of the Executive Committee.

The Secretary-Treasurer shall receive and, upon the order of the Executive Committee or the Chairman of a standing or appointed committee, pay out funds of the Association and keep an accurate record of all such transactions.

On or before August 1 each year, the Secretary-Treasurer shall send a written notice to each member indicating that dues are payable on or before September 1. A second notice shall be sent to each member whose dues are not paid prior to the fall meeting. Dues must be paid or arrangements for payment made in writing with the Secretary- Treasurer prior to the fall meeting, in order to vote, hold office, or serve on any MSSA Committee. Any superintendent whose dues for the previous school year remain unpaid on September 1, without prior arrangement with the Secretary-Treasurer, shall be dropped from the MSSA mailing list.

At the annual meeting, the Secretary-Treasurer shall present a statement to all members showing the financial condition of the Association.

The Secretary-Treasurer under these bylaws shall keep accurate records of the meetings of the Executive Committee, including records of all votes and minutes. The record shall be kept at MSMA. In addition, he/she shall perform such other duties and have such other powers as the Executive Committee from time to time may designate.

Notwithstanding the above, the Executive Committee may authorize the Executive Director to contract with an individual, approved by the Executive Committee, to perform the accounting services of the Association.

Section 6. Vacancies. Any vacancy in any office may be filled by the Executive Committee. Any officer so elected shall hold office until the next annual meeting and until his/her successor is elected and qualified, subject to removal under Section 7 of this Article.

A vacancy in any office shall occur the day following the death of an officer, the day a letter of resignation is received, the day following the day an officer ceases to be an Active member, or the day an officer is determined by the Executive Committee to be incapacitated.

Section 7. Removals. The Executive Committee may, by majority vote, remove from office any officer, agent, or employee elected or appointed by it.

ARTICLE V

Members

Section 1. Classes of Members. There shall be three classes of members of the Association: Active, Associate, and Honorary. All members of the same class shall have the same rights and obligations under these Articles of Incorporation and the Bylaws. The classes of members are as follows:

- (a) Active. The class of Active members shall consist of those members who are in active service as Maine School Superintendents or Assistant Superintendents.
- (b) Associate – Non-voting member. The class of Associate members shall consist of those members who are presidents of colleges offering approved teacher training programs, deans of colleges of education, and persons in approved managerial positions in local educational agencies not otherwise qualifying for active membership. An administrator serving an internship may join MSSA if recommended by their supervising superintendent. These individuals may not hold office or vote in elections or access services such as First Call and consultation but may participate in professional development opportunities of the membership and will receive copies of the MSSA newsletter.
- (c) Honorary. The class of Honorary members shall consist of the Commissioner of Education, members of the MSMA staff who are in a supervisory or management position with MSMA, members of the staff of the MDOE who are in a supervisory or managerial position and those members who are retired Superintendents who have completed at least ten (10) years of service in the superintendency in Maine and such other persons as may be elected at the annual meeting.

Section 2. Obligations of Members. A member of the Association shall remain a member in good standing provided such member pays the annual dues established for such member's class as provided in these Articles of Incorporation and the Bylaws.

Section 3. Admission of Members. An individual may become a member of the Association by establishing that such individual meets the qualifications of one of the classes of membership and pays the annual dues as established for such class.

Section 4. Membership Rights and Privileges. Active members only shall have the privilege of voting, holding office, signing nominating petitions, and serving on any of the Committees of the Association established under these Articles of Incorporation or the Bylaws. At each meeting of the members of the Association, each Active member shall be entitled to one vote. Associate and Honorary members shall be entitled to take part in any meeting of the members of the Association but shall not be entitled to vote thereat.

Section 5. Dues. In determining the amount of the dues to be paid by members, consideration shall be given to the funds of the Association, the amount of its expenses for any future period, and the establishment or maintenance of any reserve that may be deemed advisable.

The dues to be payable by the members of the Association shall be such and shall be payable at the times and in the manner as the Executive Committee determines.

Section 6. Voluntary Withdrawal. Any member of the Association may withdraw there from on a date in the future specified in a written notice sent by such member by registered mail to the Secretary-Treasurer stating in substance that such member desires to withdraw from the Association on such date, provided, however, that no such withdrawal shall become effective at a time when such member shall be in arrears in the payment of dues. Except as otherwise provided in this Section, upon the date so specified such member shall cease to be a member of the Association, and all his/her rights in respect of the Association and all his/her obligations to or in respect of it, except such obligations as shall have accrued prior to the date so specified, shall terminate.

Section 7. Suspension and Expulsion. A member of the Association may be expelled or suspended from membership in the Association as follows:

- (a) Any member whose dues payments are in arrears for one year or more shall be expelled automatically from the Association and dropped from the Association's mailing list.
- (b) A member may be suspended or expelled for cause, by a resolution of the Executive Committee in the following manner: A written complaint shall be filed with the Ethics Committee by an officer, director, or member of the Association in which shall be set forth a statement in reasonable detail of the conduct complained of. The member whose conduct is the subject of such complaint shall be given an opportunity to defend his/her conduct before the Ethics Committee. The Ethics Committee, upon completion of its investigation, shall make a recommendation to the Executive Committee with respect to the suspension or expulsion of such member. Thereafter if two-thirds of all the members of the Executive Committee shall vote in favor of one or more resolutions providing for the suspension or expulsion of such member, his/her membership shall thereupon be deemed to be suspended for the period specified in such resolution or resolutions, or such member shall be deemed to be expelled from membership in the Association, as the case may be, and all his/her rights in respect of the Association and all of his/her obligations to or in respect of it, except such obligations as shall have accrued prior to the suspension or expulsion, shall terminate; and in case of his/her suspension, he/she shall be reinstated to membership at the expiration of the period of suspension as specified in the resolution or resolutions by the adoption of which such membership shall have been suspended. Any person who shall have been expelled from membership may again be admitted to membership in the Association in the manner provided in Section 3 of this Article, provided, however, that such person shall not be eligible for admission to membership in the Association for a period of one year dating from the date of the resolution or resolutions expelling such member.

For purposes of this Section, "cause" shall be defined as any action of a member not consistent with and in violation of the provisions of these Articles and/or the Bylaws, such action to include any action in violation of the MSSA Code of Ethics.

Section 8. Disqualifications and Transfers. Any member who fails to maintain the same qualification as those required for his/her class and who shall not be eligible for a transfer to another class of membership, shall cease to be a member of the Association. Upon receipt of evidence of a member's failure to maintain the qualifications of such member's class of membership, the Executive Committee at any regular or special meeting thereof, a quorum being present, may adopt a resolution or resolutions

disqualifying such member or transferring him/her to another class to which he/she shall be qualified, as the case may be, by the affirmative vote by the majority of the members of the Executive Committee present at such meeting.

Section 9. Meetings. The annual meeting of the Association shall be held at such time and place as shall be determined by the Executive Committee. The Association shall meet in the fall at a time and place designated by the Executive Committee. Special meetings shall be called by the Executive Committee. Twenty-five percent (25%) of the then Active members shall constitute a quorum at any meeting of the Association.

ARTICLE VI

Committees

Section 1. Standing Committees. The Association shall have the following standing committees—Action, Legislative, Funding, Professional Development/Curriculum & Assessment, and Ethics.

Section 2. Member on Committees. Members of the Legislative, Funding, Professional Development/Curriculum Assessment, and Ethics Committees shall serve for staggered three-year terms. The size of each committee shall be determined by the Executive Committee. The chairperson of each committee shall be elected by the committee membership. A majority of each Committee shall constitute a quorum. A majority vote of a quorum shall prevail.

The Action Committee shall have five members. Two members shall be elected in accordance with Article VII of these Bylaws for staggered three-year terms. Three members shall be appointed by the Executive Committee to serve staggered three-year terms. At least one of the three appointed members shall be a member of the Executive Committee.

Section 3. Ad Hoc and Special Committees. The Executive Committee is empowered to create from time to time such ad hoc or special committees as may be necessary to carry on the work of the Association. In addition, the Association itself may create certain special committees which may be of a more permanent nature for the continuance of the work of the Association. The membership and terms of office shall be determined by the Executive Committee and/or the Association, as may be appropriate.

Section 4. Vacancies. A vacancy on any standing, special, or ad hoc committee shall occur the day following the death of a committee member, the day a letter of resignation is received by the President of the Association, or the day following the departure of a committee member from active membership in the Association.

Section 5. Ethics Committee. The major functions of the Ethics Committee are:

- (a) To promote the understanding of the adherence to the MSSA Code of Ethics within the state and among the members of the Association.
- (b) To sponsor programs, special clinics, meetings, and appropriate publications designed to

define ethical responsibilities, promote ethical practices, and define the superintendent's role in developing positive superintendent/school board relations.

- (c) To receive all written complaints and determine their disposition.
- (d) To organize, at its discretion, a team who may conduct investigations.
- (e) To convene, when necessary, special hearings.
- (f) To recommend to the Executive Committee of the MSSA on matters involving state members, appropriate disciplinary measures in cases when the evidence clearly shows that there has been unethical conduct.
- (g) To meet at least once per year and, in addition, as often as its duties and responsibilities demand.
- (h) To inform the Maine School Boards Association of current issues.
- (i) To make investigations in cooperation with other educational organizations when, in the opinion of the Executive Committee, it is necessary.

The Chairperson of the Ethics Committee shall have the authority to call meetings of the Committee, preside at all meetings, appoint subcommittees, and discharge all other functions pertinent to the operation of the committee. The recording secretary, elected from among the members of the Ethics Committee, shall keep accurate minutes of all committee meetings, prepare reports of all investigations, keep a record of all actions and recommendations of the Ethics Committee, and file a statistical report of actions with the President of the Association prior to May 31 annually.

The expenses incurred by the Ethics Committee and any duly appointed investigators or legal counsel shall be paid by the MSSA, so long as such expenses are within the limits established by the Executive Committee.

ARTICLE VII

Elections

Section 1. Nominating Committee. Nominations to all offices except that of President shall be made by a Nominating Committee consisting of ten members, with the immediate past president as chairperson. One member shall be selected by each of the regional divisions: Aroostook, Cumberland, Hancock, Washington, Kennebec Valley, Mid-Coast, Penquis, Western Maine, and York. The Nominating Committee shall present a slate of candidates for the office of AASA Governing Board, President-Elect, Vice-President, Secretary-Treasurer, and Member(s) of the Action Committee. Said slate of candidates shall be placed on the ballot for the annual election, which shall be conducted by mail/electronic mail. The Nominating Committee shall not nominate any of its members.

Section 2. Nomination by Petition. In addition to the nominations made by the Nominating Committee, any active member may run for the office of AASA Governing Board, Vice President, Secretary, or member of the Action Committee. In order for a candidate's name to be placed on the ballot, said candidate must present nominating petitions signed by at least twenty (20) active members, said

members representing at least three (3) regional organizations. A member may sign only one nominating petition for each office. For the position of member of the Action Committee, a member may sign nominating petitions equal to the number of vacancies on the Committee. If a member signed more petitions than allowed, said member's signature shall be declared invalid on all petitions. Nominating petition forms shall be made available by the Secretary and must be received by the Executive Director on or before the deadline established by the Executive Committee for a candidate's name to be placed on the ballot.

Section 3. Election. The certification of petitions, preparation of ballots, counting of ballots, certification of voting results, and the conduct of run-off elections, when necessary, shall be under the direction and supervision of the Committee consisting of the immediate Past-President, the President, the President-Elect, and the Secretary.

Section 4. Conduct of Elections. The Executive Director shall prepare a written ballot listing the names of all candidates nominated by the Nominating Committee, with additional space available for write-in candidates for each office Action Committee, and/or, AASA Governing Board vacancy. Two weeks prior to the deadline established by the Executive Committee for the return of ballots, the Executive Director shall mail or electronically mail a ballot to each active member. Completed ballots shall be returned to the Executive Director for counting and the certification of the voting results.

In the event that no candidate receives a majority vote, a run-off election will be held between the two candidates receiving the greatest number of votes. Said run-off election shall be conducted by electronic/ mail and the ballots returned to the Executive Director for counting and the certification of the voting results.

Ballots shall be open to inspection, on request of a candidate, for a period of thirty (30) days following the certification of the results by the Executive Director.

ARTICLE VIII

Bank Accounts - Checks - Notes - Fiscal Year

Section 1. Deposits. All funds of the Association shall be deposited to the credit of the Association in such banks or trust companies or other depositories as the Executive Committee may designate.

Section 2. Checks. All checks and drafts on the Association accounts shall be signed by the Secretary-Treasurer or by the President, or by such other officer or agent as the Executive Committee may from time to time designate, subject to such requirements as to counter signature or other conditions as the Executive Committee may from time to time determine.

Section 3. Contracts and Notes. All contracts and deeds and all promissory notes and other obligations of the Association other than checks and drafts shall be signed by both the President and the Secretary-Treasurer unless the Executive Committee shall specifically authorize signature by one of them or some other officer or agent.

Section 4. Fiscal Year. The Association shall conduct its business on a fiscal year beginning July 1 and ending June 30.

ARTICLE IX

Amendments

Except as otherwise required by law, Articles I, II, III, V, VII, and IX and Sections 4.1 and 4.3 of these Bylaws may be amended or repealed at any regular, annual, or special meeting of the Association by a two-thirds vote of the Association members voting and present, if notice of the proposed amendment or repeal is given in writing at least thirty (30) days prior to said meeting. The remaining provisions of these Bylaws may be amended or repealed at any regular, annual, or special meeting of the Association by a majority vote of the members voting and present, if notice of the proposed amendment or repeal is given in writing at least thirty (30) days prior to said meeting.

ARTICLE X

Indemnification

Section 1. Right to Indemnification. To the fullest extent now or hereafter permitted by law, the Association shall hold harmless and indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceedings, whether civil, criminal, administrative or investigative, by reason of the fact that that person is or was a director, officer, employee, or agent of the Association, or is or was serving at the request of the Association as a director, officer, trustee, partner, fiduciary, employee or agent of another corporation, partnership, joint venture, trust, pension or other employee benefit plan or other enterprise, against expenses, including attorneys' fees, judgments, fines and amounts paid in settlement actually and reasonably incurred by that person in connection with such action, suit or proceeding; provided that no indemnification shall be provided for any person with respect to any matter as to which that person shall have been finally adjudicated not to have acted honestly or in the reasonable belief that that person's action was in or not opposed to the best interests of the Association or, with respect to any criminal action or proceeding, to have had reasonable cause to believe that that person's conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order or conviction adverse to that person, or by settlement or plea of *nolo contendere* or its equivalent, shall not of itself create a presumption that that person did not act honestly or in the reasonable belief that that person's action was in the best interests of the Association, and, with respect to any criminal action or proceeding, had reasonable cause to believe that that person's conduct was unlawful.

Section 2. Liability to the Corporation. Notwithstanding any foregoing provision of this Article X, the Association shall not have the power to indemnify any person with respect to any claim, issue, or matter asserted by or in the right of the Association as to which that person is finally adjudicated to be liable to the Association unless the court in which the action, suit, or proceeding was brought shall determine that, in view of all the circumstances of the case, that person is fairly and reasonably entitled to indemnity for such amounts as the court shall deem reasonable.

Section 3. Successful Defense. Any foregoing provision of this Article X to the contrary notwithstanding, to the extent that a director, officer, or employee of the Association has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to above, or in defense of any claim, issue, or matter therein, that director, officer, or employee shall be indemnified against expenses, including attorneys' fees, actually and reasonably incurred by that director, officer, or employee in connection therewith.

Section 4. Written Undertaking. Expenses incurred in defending a civil, criminal, administrative or investigative action, suit, or proceeding shall in all cases be authorized and paid by the Association in advance of the final disposition of that action, suit, or proceeding upon receipt by the Association of:

- A. A written undertaking by or on behalf of the officer, director, or employee to repay that amount if that person is finally adjudicated:
 - (1) Not to have acted honestly or in the reasonable belief that that person's action was in or not opposed to the best interests of the Association;
 - (2) With respect to any criminal action or proceeding, to have had reasonable cause to believe that the person's conduct was unlawful; or
 - (3) With respect to any claim, issue, or matter asserted in any action, suit, or proceeding brought by or in the right of the Association, to be liable to the Association, unless the court in which that action, suit, or proceeding was brought permits indemnification in accordance with section 2; and
- B. A written affirmation by the officer, director, or employee that the person has met the standard of conduct necessary for indemnification by the Association as provided by these Bylaws.

The undertaking required by paragraph A shall be an unlimited general obligation of the person seeking the advance, but need not be secured and may be accepted without reference to financial ability to make the repayment.

Section 5. Indemnification Not Exclusive Remedy. The indemnification and entitlement to advances of expenses provided by this section shall not be deemed exclusive of any other rights to which those indemnified may be entitled under any bylaw, agreement, vote of disinterested directors or otherwise, both as to action in that person's official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a director, officer, or employee, and shall inure to the benefit of the heirs, executors, and administrators of such a person. A right to indemnification required by the bylaws may be enforced by a separate action against the Association, if an order for indemnification has not been entered by a court in any action, suit, or proceeding in respect to which indemnification is sought.

Section 6. Liability Insurance. The Association shall have power to purchase and maintain insurance on behalf of any person who is or was a director, officer, employee, or agent of the Association, or is or was serving at the request of the Association as a director, officer, trustee, partner, fiduciary, employee or agent of another corporation, partnership, joint venture, trust, pension or other employee benefit plan, or other enterprise against any liability asserted against that person and incurred by that person in any such capacity, or arising out of that person's status as such, whether or not the Association would have the power to indemnify that person against such liability under this section.

For purposes of this section, references to the "Association" shall include, in addition to the surviving corporation or new corporation, any participating corporation in a consolidation or merger.

Section 7. Effect of Invalidity. If any word, clause, or provision of this Article X or any award made hereunder shall for any reason be determined to be invalid, the provisions hereof shall not otherwise be affected thereby but shall remain in full force and effect.

ARTICLE XI

Miscellaneous

Section 1. Rules of Order. Robert's Rules of Order, Revised, shall regulate the conduct of all meetings of the Association.

Section 2. Terms of Office. The term of office of each officer, each member of the Executive Committee, each member of the Nominating Committee, and each member of the Standing Committees shall commence on the first day of the fiscal year with respect to which he/she has been elected to office and shall end on the last day of the fiscal year in which his/her term of office terminates, except as otherwise provided in the Articles of Incorporation or these Bylaws.

Section 3. Compensation. The members of the Executive Committee, the officers, and the members of any committees of the Association shall serve without compensation, provided, however, that the Executive Committee may authorize the payment by the Association of the reasonable expenses incurred by the members of the Executive Committee, the officers, and the members of any committees in the performance of their duties, it may fix such salaries or other compensation as it may deem proper for the services of the Executive Director and such other employees or agents as it may deem necessary to appoint for the proper conduct of the business of the Association.

Amended: January 12, 2012; Amended June 27, 2017