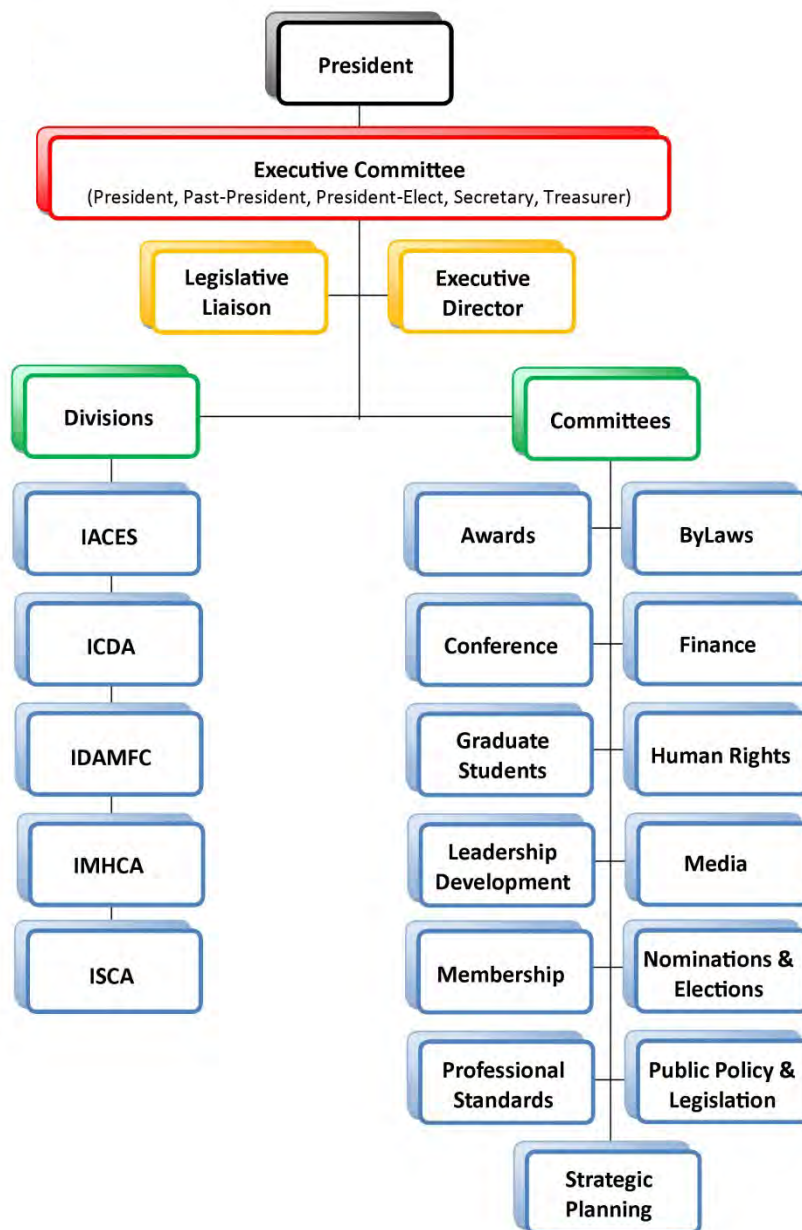


A large, stylized red letter 'T' is positioned vertically across the center of the page. It is the first letter of the word 'TEAM' in the title below. The 'T' has a thick vertical stem and a wide horizontal top bar.

QUALITIES  
OF A  
TEAM PLAYER  
BECOMING THE KIND OF PERSON  
OUR TEAM NEEDS

LEADERSHIP DEVELOPMENT INSTITUTE  
JUNE 13-15, 2013  
BUSH MANSION—BOISE, IDAHO  
TRINITY PINES CONFERENCE CENTER—CASCADE, IDAHO



### ICA Mission Statement

The mission of ICA is to enhance human development throughout the life span and to promote the counseling and human development profession.

The Idaho Counseling Association (ICA) is an organization of counseling and human development professionals who work in education, health care, residential treatment, private practice, community agency, governments and business/industry settings.

Counseling is a professional relationship that empowers diverse individuals, families, and groups to accomplish mental health, wellness, education, and career goals.

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*“If one advances confidently in the direction of his dreams, and endeavors to live the life to which he has imagined, he will meet with a success unexpected in common hours.” - Henry David Thoreau*



## **Leadership Development Institute Schedule**

**Thursday, June 13, 2013**

**Bush Mansion, 1020 W. Franklin, Boise, Idaho**

<b><i>Time</i></b>	<b><i>Function</i></b>	<b><i>Leader</i></b>
3:00 – 4:00	Introductions and Orientation	Kendal Tucker
4:00 – 6:00	Workstyle Assessment	All
6:00 – 7:00	Dinner/Board Meeting	Heather Tustison
7:00 – 9:00	Team Projects	All

**Friday, June 14, 2013**

**Trinity Pines Camp and Conference Center, Cascade, Idaho**

<b><i>Time</i></b>	<b><i>Function</i></b>	<b><i>Leader</i></b>
8:00 – 9:30	Meetup/Breakfast at <i>Joe Momma's</i>	All
9:30	Leave Boise – Carpool to Cascade	
12:15 – 12:45	Working Lunch – Workstyle Assessment	All
12:45 – 1:00	Welcome and Introductions	Heather Tustison
1:00 – 1:45	Vision for 2013-2014	Kendal Tucker
1:45 – 2:00	Organizational Structure	Heather Tustison
2:00 – 3:00	Team Playing – “Adaptable”	IACES – Alana Brunner
3:00 – 3:15	Break	
3:15 – 4:15	Team Playing – “Competent”	ICDA – Kay Webb
4:15 – 5:15	Team Playing – “Dependable”	IDAMFC – Larry Lutz
5:30 – 6:30	Dinner	All
6:30 – 7:30	Team Playing – “Intentional”	IMHCA – Kristen Lister
7:30 – 8:30	Team Playing – “Relational”	ISCA – John Ruprecht
9:00	Closing	All

**Saturday, June 15, 2013**

**Trinity Pines Camp and Conference Center, Cascade, Idaho**

<b><i>Time</i></b>	<b><i>Function</i></b>	<b><i>Leader</i></b>
7:00 – 8:00	Team Playing – “Collaboration”	Heather Tustison & Kendal Tucker
8:00 – 8:30	Breakfast	All
8:30 – 9:00	Team Projects	Kendal Tucker
9:00 – 10:00	Officer Breakouts	All
10:00 – 12:00	Division/Conference/Executive Meetings	All
12:00 – 12:45	Working Lunch – “Division Dialogue”	All
12:45 – 1:15	Team Projects	Kendal Tucker
1:15 – 2:15	Division/Conference/Executive Meetings	All
2:15 – 2:45	LDI Wrap Up	All
2:45 – 3:00	LDI Evaluation and Adjournment	Kendal Tucker



## WELCOME FROM THE PRESIDENTS



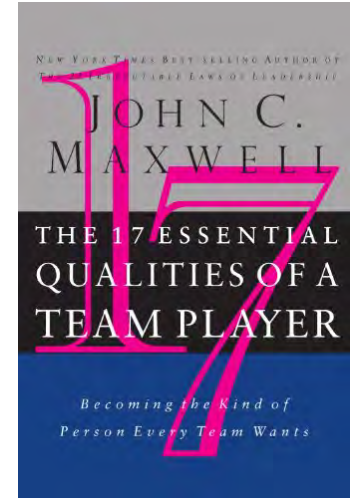
**Heather Tustison**  
ICA President  
2011-2013

Leadership Development Institute Participants,

It is my privilege and honor to have served you these past two years. I am passionate about ICA and excited about the accomplishments we have made and will continue to push for excellence in everything we do as an organization.

This year, at our Leadership Development Institute, Kendal Tucker and I utilized the book, *The 17 Essential Qualities of a Team Player* by John C. Maxwell. We have partnered with each of the Divisions who will teach us all about certain qualities that can help us become a more successful team.

I hope you will be challenged, encouraged and excited for our future, working together as counselors here in Idaho. As we work together – birds of different feathers – you can recognize the hawk in me and the bird in you. (see pages 13 on in this book if that seems crazy).



My hope is to challenge you. My strength is delivering results, and I mean to - with your help and support. This is done as we work collectively as a team. My heart's desire is that you will be encouraged in your role with ICA with clear direction, defined support and recognition.



**Kendal Tucker**  
ICA President  
2013-2014

When running a relay race there is a moment when there are two people touching the baton at the same time. One has already finished his leg and the other is just beginning. Their responsibilities are different: the one who is finishing needs to consider how to best “pass the baton” without dropping it. Many a race has been lost by dropping the baton! The one receiving the baton takes the strength of the other and surges ahead in his own power as he focuses forward – not looking behind or turning side to side – but running his leg of the race within the capacity of his gifts and abilities.

A successful relay race is when everyone does their part towards the ultimate goal – WINNING. It is not the individual runners that receive the great reward but the collaborative efforts of the many runners. This is called teamwork !

It is my heart's desire to take the strength of past ICA leadership and build upon their successes while encouraging collaboration, strengthening unity and preserving autonomy. I cannot accomplish this without your help. Please consider how you can build on the strengths of others while utilizing your leadership capabilities for the common purpose of promoting the counseling profession. This will ensure smooth transition and a fluid succession.

I look forward to working with you and cheering you on as you endeavor to accomplish great things.

The purpose of the Idaho Counseling Association's Leadership Development Institute is to develop:

1. Individual Leaders
  2. Leadership at a Collaborative Level
  3. Succession Planning
- 
1. Developing individual leaders focuses on developing leadership abilities and attitudes of individuals including motivation to learn, a high achievement drive and personality traits such as openness to experience, an internal focus of control and self-monitoring.
  2. Collaborative Leadership Development strengthens the connection between, and alignment of, the efforts of individual leaders and the systems through which they influence organizational operations. This has led to a differentiation between leader development and leadership development.
    - Leader development focuses on the development of the leader, such as the personal attributes desired in a leader, desired ways of behaving, ways of thinking or feeling.
    - In contrast, leadership development focuses on the development of leadership as a process. This will include the interpersonal relationships, social influence process, and the team dynamics between the leader and his team at the dyad level, the contextual factors surrounding the team such as the perception of the organizational climate and the social network linkages between the team and other groups in the organization.
  3. The development of "high potentials" to effectively take over the current leadership when their time comes to exit their positions is known as succession planning. Succession planning requires a sharp focus on organization's future and vision, in order to align leadership development with the future the organization aspires to create. Thus successive leadership development is based not only on knowledge and history but also on a dream. For such a plan to be successful, a screening of future leadership should be based not only on "what we know and have" but also on "what we aspire to become". Three critical dimensions should be considered:
    - Skills and knowledge
    - Role perception and degree of acceptance of leading role
    - Self-efficacy



## **ACA Strategic Priorities**

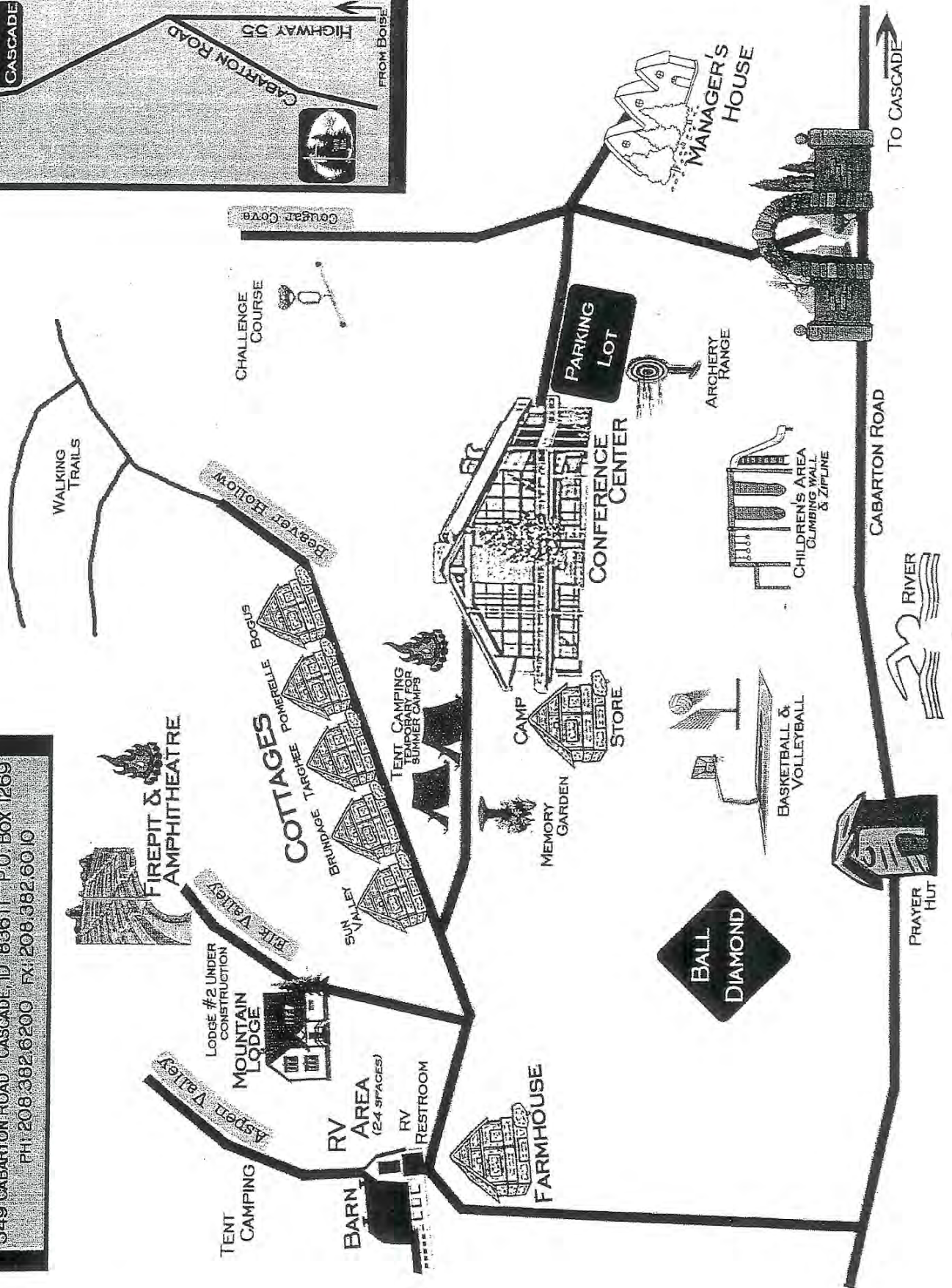
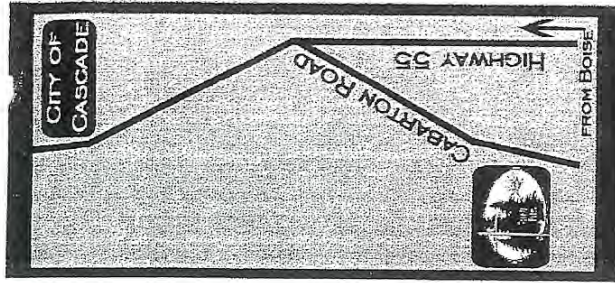
1. Improving member services and benefits to address 21st century needs
2. Balancing practice with academia
3. Advocating for the profession
4. Strengthening the organization

## **ICA Strategic Initiatives 2013-2014**

- |              |  |
|--------------|--|
| Goal:        | <b>Advocating for the Profession – Public Policy and Legislation</b>   |
| Activity:    | PP & L committee will train counselors on public policy and host an event for legislators locally. Attendance at all IBOL meetings and any other committee significant to the counseling profession brought to ICA attention |
| Deadline:    | June 2014  |
| Responsible: | Amy Jones, Public Policy and Legislation Committee   |
|              |  |
| Goal:        | <b>Strengthen ICA through Governance and Organization</b>  |
| Activity:    | Streamline Division and Committee methods and standards of communication to strengthen and support roles and responsibilities  |
| Deadline:    | Ongoing  |
| Responsible: | Executive Committee, Division Presidents, Committee Chairs   |
|              |  |
| Goal:        | <b>Improve Member Services and Satisfaction</b>  |
|              | <b>Provide Need Based Educational Services Balanced in Practice and Academia</b>   |
| Activity:    | Formulate a needs assessment, survey all ICA members, report conclusions to Council of Leaders, and apply findings to conference programming   |
| Deadline:    | January 2014   |
| Responsible: | Hannah Hamilton, Heather Tustison, Kendal Tucker, Susan Perkins and Sean Nixon   |
|              |  |
| Goal:        | <b>Advocating for the Profession and Visibility of the Organization</b>  |
| Activity:    | Increase exposure for ICA and its divisions on state websites, agency resources and other connections to promote the counseling profession.  |
| Deadline:    | June 2014  |
| Responsible: | Kendal Tucker  |



**TRINITY PINES FACILITY MAP**  
 349 CABARTON ROAD CASCADE, ID 83611 P.O. BOX 1269  
 PH: 208.382.6200 FX: 208.382.6010





## Hawk

### Your Strength is Delivering Results

If your highest score is Hawk, you are a natural born leader. You like it best when you are in charge and in a position to get things done quickly.



- ♦ You tend to speak quickly and directly — you are not one to “beat around the bush.”
- ♦ You don’t like small talk, but rather prefer to discuss what you want to achieve and the results you are going to accomplish. You often begin sentences with “I will . . .” or “I can . . .”
- ♦ Hawks thrive on change, stimulation, challenging work assignments, and high pressure.
- ♦ You work fast, and get impatient when things aren’t progressing as quickly as you’d like.
- ♦ You set lots of goals, and like to work on several projects at once.
- ♦ Your chief desire at work is to be productive, deliver results quickly, and make an impact on your organization.

*As a Hawk you tend to:*

<i>Think a lot about:</i>	Results, achievements
<i>Value in others:</i>	Productivity
<i>Enjoy:</i>	Competition, pressure, challenging work
<i>Dislike:</i>	Wasting time
<i>Have trouble dealing with:</i>	“Fuzzy thinkers,” ambiguity, uncertainty
<i>Express anger:</i>	Aggressively
<i>Embarrassed by:</i>	Others getting “too personal” with you
<i>Want to be appreciated for:</i>	Your accomplishments
<i>Like to be rewarded with:</i>	More authority, power, control, status

**To increase your effectiveness with others who are different from you:** Work to become more patient and a better listener. Others may not move at your same speed, and need more time to process information and adjust to change. Take time to show people that you care about them and their concerns. Learn to give clearer instructions when you need something from other people. You may need to “soften” your style a bit to avoid hurting other people’s feelings.

## Peacock

### Your Strength is Creativity and Building Relationships

If your highest score is Peacock, you are lively and entertaining. You like it best when you are the center of attention, stimulating others to have fun.



- ♦ You tend to speak quickly, in an animated style — you are not one to hide your feelings, especially when you're excited.
- ♦ You love telling stories, relishing all the colorful details, and holding others' attention with your dramatic style. You often begin sentences with "I want . . ."
- ♦ Peacocks thrive on change, stimulation, novelty, creative projects, and fun.
- ♦ You work quickly, and get impatient when things get too routine or boring.
- ♦ You need a lot of freedom from structure and rules, and think of yourself as a "big picture" person who doesn't want to be bothered with the details.
- ♦ Your chief desire at work is to make contributions to others, create many alternative solutions to problems, and make work as interesting and fun as possible for yourself and others.

*As a Peacock you tend to:*

<i>Think a lot about:</i>	Vision, dreams, aspirations
<i>Value in others:</i>	Self-expression, creativity
<i>Enjoy:</i>	Challenging work, stimulation, novelty, fun
<i>Dislike:</i>	Being bored
<i>Have trouble dealing with:</i>	Rules and authority figures
<i>Express anger:</i>	By getting frustrated and/or attacking
<i>Embarrassed by:</i>	Being criticized for "showing off"
<i>Want to be appreciated for:</i>	Your uniqueness, creativity and contribution
<i>Like to be rewarded with:</i>	Attention, recognition, applause

**To increase your effectiveness with others who are different from you:** Work to become less impulsive and think through what you want to accomplish before you act. You could benefit from managing your time better and becoming more organized. Peacocks especially can benefit from talking less and listening more. Your exuberance can sometimes overwhelm others, so it can be helpful to contain your energy and enthusiasm to allow others to express themselves and share in the spotlight. Learn to summarize and be succinct, rather than wanting to tell all the juicy details in every situation.

# Owl

## Your Strength is Practicality and Attention to Details

If your highest score is Owl, you are objective, analytical, and logical. You like it best when you have plenty of data and information from which to make informed decisions.



- ♦ You tend to speak somewhat slowly and indirectly, with a great deal of thought and reflection.
- ♦ You don't like small talk, but rather prefer objective discussions involving facts, numbers, and data. You often begin sentences with "I think . . ." or "The data indicate . . ."
- ♦ Owls thrive on lots of information — timely and accurate.
- ♦ You work in a steady, methodical manner. You are thorough and attentive to detail, and follow step-by-step procedures in sequence. You prefer to focus on one project at a time.
- ♦ You are well organized, with to-do lists, information at your fingertips, and a neat work area.
- ♦ Your chief desire at work is to produce thorough, high-quality work, exercising good judgment in all situations.

*As an Owl, you tend to:*

<i>Think a lot about:</i>	Facts, details
<i>Value in others:</i>	Good judgment
<i>Enjoy:</i>	Having plenty of accurate information
<i>Dislike:</i>	Making mistakes, being wrong
<i>Have trouble dealing with:</i>	Those who want quick, simple answers
<i>Express anger:</i>	Calmly, rationally
<i>Embarrassed by:</i>	Others' impatience with thoughtful analysis
<i>Want to be appreciated for:</i>	Your high quality work
<i>Like to be rewarded with:</i>	More responsibility, autonomy

**To increase your effectiveness with others who are different from you:** You can focus more on the big picture and the end result, rather than getting too caught up in details. Your attention to quality is good, but sometimes perfection is a barrier to getting things done quickly. Try to be more flexible and open, particularly in responding to change. Your planning skills are excellent, and a little more spontaneity could bring you some helpful balance into your work style.



## Dove

### Your Strength is Flexibility and Teamwork

If your highest score is Dove, you are a natural team player. You are well-liked and respected, both for your good work and your easy style.



- ♦ You tend to speak indirectly and often solicit the opinions of others. You are not one to assert yourself over others.
- ♦ You share your perceptions and feelings with others, but only after you have asked them what *they* think or feel. You often begin sentences with “I feel . . .” or “It seems to me we could . . .”
- ♦ Doves thrive on collaboration, cooperation, team projects, group activities, mutual support, and peaceful togetherness.
- ♦ You are rarely in a hurry, and work at a steady, even pace. You don’t like pressure and you need some time to adjust to change.
- ♦ You prefer to work with others, and often take on the role of peacemaker, since you don’t like conflict or confrontation.
- ♦ Your chief desire at work is to be a part of a harmonious, productive team.

*As a Dove, you tend to:*

<i>Think a lot about:</i>	Other people and relationships
<i>Value in others:</i>	Thoughtfulness, sensitivity, caring
<i>Enjoy:</i>	Collaboration, teamwork
<i>Dislike:</i>	Conflict, tension, confrontation
<i>Have trouble dealing with:</i>	Being overlooked or ignored
<i>Express anger:</i>	Become conciliatory and/or upset
<i>Embarrassed by:</i>	Being challenged by assertive others
<i>Want to be appreciated for:</i>	Your participation, being of service
<i>Like to be rewarded with:</i>	Acceptance, being liked, being needed

**To increase your effectiveness with others who are different from you:** You can work to become clearer about your own opinions and ideas and express them more assertively. Sometimes conflict or confrontation can be positive and constructive, and you can grow professionally by developing your tolerance for honest disagreements and healthy debate. Become more comfortable with change and uncertainty, and be ready to take on leadership roles when the situation is appropriate.



## *IMPROVING WORK RELATIONSHIPS WITH HAWKS*

- Communicate with Hawks directly and succinctly. Get to the bottom line — don't drown them in details. Tell them what needs to be done, but let them figure out how best to do it. Give them choices and options. Let them feel in control.
- Do not micro-manage a Hawk! Over-supervising a Hawk is the equivalent of "clipping his or her wings." Hawks fly best with a lot of freedom and autonomy.
- Give Hawks lots of challenging work to do. They are excellent at multi-tasking and can handle many projects at once. They thrive on pressure and change, and have a low tolerance for boredom.
- Hawks are builders, creators, generators of ideas for the future — they generally do not like long term "maintenance" projects.
- Hawks prefer to be in leadership positions, and may not be as good at being "followers" as they are leaders. Because they like to be in control of themselves and others, they will aspire to positions where they can be in charge. They are usually ambitious and will rise to the highest level possible with their ability and talent.

## *IMPROVING WORK RELATIONSHIPS WITH DOVES*

- Communicate in an informal manner with Doves. Be agreeable and relaxed — they don't respond well to confrontation or conflict.
- When implementing change, give Doves plenty of time to adjust to the changes. Don't hurry or confront them, if you can avoid it.
- Doves want and need to feel included. Ask them their opinions, their perceptions. Be considerate of their feelings. Be polite and thoughtful. Make them feel special and let them know you appreciate them.
- Doves are natural team players and are a valuable asset to any group project. Let them know how much confidence you have in them and how much you value their participation. They are cooperative and work well with all the other "bird" styles.
- Don't criticize or embarrass a Dove in front of other people. They are very sensitive and care deeply what other people think of them.
- Doves are steady workers and will see projects through to the end. They are "solid citizens" who are committed to the goals of the group and everyone sharing in the fruits of success.

## *IMPROVING WORK RELATIONSHIPS WITH OWLS*

- Communicate with Owls in a logical, rational manner. Be precise in your communication, and give them accurate facts, figures, and other data. Tell them exactly what you want them to do, and by when. And in turn, tell them exactly what you will do, and by when.
- Owls are great at quality control. They are attentive to detail, and will make sure that things are done right.
- They especially appreciate it if you ask for their judgement on issues within their area of expertise. They take pride in being practical and sensible.
- Do not be vague, emotional, inconsistent, or irrational when interacting with an Owl. Also, do not be too informal. Owls want work relationships that are business-like and professional.
- Owls are thorough and comprehensive in their approach to everything. They will make sure that all the t's have been crossed and the i's dotted.
- Owls need plenty of time to adjust to change, and will be very concerned with the "how" of change, in addition to the "what" of change.
- Owls will respond well when they can be given autonomy and the opportunity to exercise their best professional judgment.
- Compliment them on the quality of their work and they will continue to produce first-rate results.

## *IMPROVING WORK RELATIONSHIPS WITH PEACOCKS*

- Peacocks want and need a lot of attention. They are informal and like to chit-chat, establishing rapport before getting down to business. Peacocks need time to talk and the opportunity to share their perceptions and feelings with you. It is always best if you can give them your full attention.
- Peacocks need a lot of freedom and autonomy — they chafe with too many rules or too many details to be concerned with. Peacocks like "the big picture," especially if they can be involved in creating it themselves. Peacocks bore easily, and need lots of change, stimulation, and novelty to keep their attention level and energy high.
- Give Peacocks interesting, challenging work to do — projects that will stimulate their imagination and creativity. Give them an opportunity to work with other people — they often bring out the best in others and inspire people with their vision and contagious enthusiasm.
- Peacocks are natural "cheerleaders" and thrive on the creative energy of groups. Give them opportunities to shine, to be a star, to bask in the appreciation and applause of others.

## *WHAT KIND OF BIRD'S NEST DO YOU WORK IN?*

Now that you have assessed the unique combination of bird characteristics in your work group, department, or organization, you can see that your group is probably a blend of all four bird types, in varying proportions.

Most groups have one dominant bird style that characterizes the group best — this style feels natural to them and has made them successful in the past. Some groups may have two equally strong aspects to their organizational style and feel comfortable with this dual aspect of working together.

And a *few* organizations are equally divided among all four bird styles — this may mean that they have fully developed all the flexibility and potential in each of the styles so that birds of all types are welcome and appreciated there. The organization can change and adapt its bird style to different circumstances. (It could also mean that the organization is scattered, unfocused, and doesn't have a clear identity and/or clear goals.)

### *HAWK ORGANIZATIONS*

Hawk organizations demonstrate an action-oriented, fast-paced, hard-charging, no-nonsense approach to everything they do. There are many new and varied opportunities developing all the time. There is a lot of room for individuals to shine and for superstars to rise to the top quickly. The organization provides power and authority, prestige and challenge — and their hawks thrive.

Hawk organizations are unstructured and flexible, exciting and dynamic, with little bureaucracy, and a great degree of freedom from controls and supervision. Communication is direct, often blunt. Hawks do well with a wide scope of operations in their organizations.

### *PEACOCK ORGANIZATIONS*

Peacock organizations are energized by their creativity, innovation, entrepreneurship, and the freedom to take new ideas and run with them. They are noisy, often messy, and highly interactive. There is a great deal of excitement about visions for the future, possibilities for new projects, and/or new markets.

Peacocks thrive in their organizations when they have freedom to express themselves and their ideas. They like democratic relationships, and encourage others to be creative as well. The atmosphere is mostly relaxed and unstructured, and things rarely happen on time. The peacocks love the big picture, and strive to remain free from control and details. They try to have fun with everything they do.

## DOVE ORGANIZATIONS

Dove organizations work hard to be harmonious and smooth in their approach to work. They dislike conflict, and they either suppress it, ignore it, or quickly respond to defuse it. Doves like to “live and let live” and are highly tolerant and flexible with others who are different from themselves.

Dove organizations emphasize collaboration, teamwork, and decision-making by consensus. Doves discourage “Lone Rangers” and “Super stars” and the big egos that can *sometimes* characterize those people.

Doves are steady performers, working at an even pace, and dislike sudden change, intense pressure, ambiguity, and paradoxes. They work hard to keep communication open and honest, tempered by respect for privacy and personal feelings. Dove organizations demonstrate humane, and sometimes progressive, management practices. Dove organizations take a great deal of pride in the quality of the people who work there.

## OWL ORGANIZATIONS

Owls try to build organizations that are as safe and secure, predictable and stable as possible. They place high value on order, and they emphasize policies and procedures, chain of command, and precedents in determining what steps to take. Owls are cautious, and like a lot of information, with adequate time to study and analyze it before deciding on a course of action.

Owl organizations are quiet, neat, tidy, and peaceful. There may be tension under the surface when there is a great deal of change required or there’s a crisis — but on the surface things seem calm.

Owls develop standard operating procedures for dealing with as many situations as possible, and try to anticipate all eventualities. Owls hate to be caught unprepared. Owl organizations always have contingency plans to back up their contingency plans. They generally remain calm in a crisis, and rarely do anything rash.





## 2013 Leadership Development Institute

**Bush Mansion- Boise, Idaho**

***Thursday, June 13, 2013***

***6:00 p.m.***

### **COUNCIL OF LEADERS MEETING AGENDA**

1. Call to Order and Introductions
2. Adoption of Agenda
3. Secretary's Report
4. Treasurer's Report
5. Executive Director's Report
6. President's Report
  - COL openings for 2013-14 – Positions come to a close 6/30/13 – Continue on or find replacement
  - Leadership Development Institute
    - Breakfast get together – June 14<sup>th</sup> 8:00 a.m. – Joe Momma's, Eagle
    - Leave for Cascade – June 14<sup>th</sup> at 9:30 a.m.
    - Return from Cascade – June 15<sup>th</sup> at 3:00 p.m.
  - 2012-2013 Strategic Initiatives Review
7. Division President's Reports
  - a. IACES
  - b. ICDA
  - c. IDAMFC
  - d. IMHCA
  - e. ISCA
8. Committee Chair's Reports
  - a. Awards Chair
  - b. Bylaws Chair
  - c. Conference Chair
  - d. Finance Chair
  - e. Graduate Students Chair
  - f. Human Rights (Humanitarian) Chair
  - g. Leadership Development Chair
  - h. Media (Newsletter) Chair
  - i. Membership Chair
  - j. Nominations and Elections
  - k. Public Policy and Legislation (P,P&L) Chair
  - l. Professional Standards Chair
  - m. Strategic Planning Chair
9. Old Business
10. New Business Action Items Submitted by COL Leaders
11. Adjourn

## Robert's Rules of Order - Summary Version For Fair and Orderly Meetings

Provides common rules and procedures for deliberation and debate in order to place the whole membership on the same footing and speaking the same language.

Robert's Rules provides for constructive and democratic meetings, to help, not hinder, the business of the assembly. The fundamental right of deliberative assemblies requires all questions to be thoroughly discussed before taking action!

The assembly rules - they have the final say on everything! Silence means consent!

### *Parliamentary Motions Guide*

Based on *Robert's Rules of Order Newly Revised (10<sup>th</sup> Edition)*

The motions below are listed in order of precedence. Any motion can be introduced if it is higher on the chart than the pending motion.

YOU WANT TO:	YOU SAY:	INTERRUPT?	2 <sup>ND</sup> ?	DEBATE?	AMEND?	VOTE?
§21 Close meeting	I move to adjourn	No	Yes	No	No	Majority
§20 Take break	I move to recess for	No	Yes	No	Yes	Majority
§19 Register complaint	I rise to a question of privilege	Yes	No	No	No	None
§18 Make follow agenda	I call for the orders of the day	Yes	No	No	No	None
§17 Lay aside temporarily	I move to lay the question on the table	No	Yes	No	No	Majority
§16 Close debate	I move the previous question	No	Yes	No	No	2/3
§15 Limit or extend debate	I move that debate be limited to ...	No	Yes	No	Yes	2/3
§14 Postpone to a certain time	I move to postpone the motion to ...	No	Yes	Yes	Yes	Majority
§13 Refer to committee	I move to refer the motion to ...	No	Yes	Yes	Yes	Majority
§12 Modify wording of motion	I move to amend the motion by ...	No	Yes	Yes	Yes	Majority
§11 Kill main motion	I move that the motion be postponed indefinitely	No	Yes	Yes	No	Majority
§10 Bring business before assembly (a main motion)	I move that [or "to"] ...	No	Yes	Yes	Yes	Majority



*May 13, 2013  
7:00 p.m.  
Conference Call*

### **COUNCIL OF LEADERS MEETING MINUTES**

**Present:** Heather Tustison, Kendal Tucker, Sue Holmes, Hannah Hamilton, Brian Smith, Chandra Salisbury, Kristen Lister, John Ruprecht,

1. Call to Order and Introductions: 7:06 pm
2. Adoption of Agenda: didn't adopt agenda because we don't have a quorum
3. Secretary's Report: no report
4. Treasurer's Report: excited about the membership fees coming in; 248 letters sent out – we received a total of 20 paid memberships so far; also excited about potential sponsorships for 2014 conference;
5. Executive Director's Report: elections close on May 15<sup>th</sup>; will be starting to work on 2015 conference details in Pocatello
6. President's Report
  - COL openings for 2013-14 – Positions come to a close 6/30/13 – Continue on or find replacement (bylaws committee and human rights will def be open)
  - Leadership Development Institute (each division has 5 slots to fill (including the board) – any extra attendees will be \$75; current committee chair and one extra can come at ICA expense;
    - Registration online
    - COL (and your future replacement are invited) meeting June 13<sup>th</sup> - 3:00 p.m. – 1020 W. Franklin St., Boise
    - Breakfast get together – June 14<sup>th</sup> 8:00 a.m. – Joe Momma's, Eagle
    - Leave for Cascade – June 14<sup>th</sup> at 9:30 a.m.
    - Return from Cascade – June 15<sup>th</sup> at 3:00 p.m.
7. 2012-2013 Strategic Initiatives Review: 5 initiatives in progress and will be completed by our next month meeting
8. Division President's Reports
  - a. IACES: Aida Hutz is newly elected pres
  - b. ICDA: Kay Webb sent report : had their conference last month; was successful – great turnout – excellent speakers – great facility (Best Western Vista Inn, Boise)
  - c. IDAMFC: had a conference last week – great turnout – good speaker – good feedback; had their registration through ICA website and it worked well (all divisions have this opportunity)
  - d. IMHCA: in the election process; will know by June 1; getting ready for LDI; Dean Allen is looking into doing a webinar for the DSM IV; Chantelle Jones recently contacted IMCHA , ICA and other state organizations to support her in countering Blue Cross' suggestion of eliminating the 60 min code (90837)
  - e. ISCA: finished elections on Friday; still need a Region 1 representative; just had a one-day conference with Shauna Paul – went well; just got a new membership chair and they are looking forward to improving membership recruitment; will have the membership chair meet with other membership chairs at LDI
9. Committee Chair's Reports
  - a. Awards Chair: no report
  - b. Bylaws Chair: no report

- c. Conference Chair: no report
- d. Finance Chair: no report
- e. Graduate Students Chair: (Brian talked with Linwood and he suggested getting doctoral students involved in the committee – discussion ensued;
- f. Human Rights (Humanitarian) Chair: no report
- g. Leadership Development Chair: no report
- h. Media (Newsletter) Chair: no report
- i. Membership Chair: Hannah sent out letters to expired members and has received at least 20 paid replies; expired members will, in the future, get a letter and an email; will be continuing a free one-year membership for new graduates
- j. Nominations and Elections: no report
- k. Public Policy and Legislation (P,P&L) Chair: no report
- l. Professional Standards Chair: no report
- m. Strategic Planning Chair: no report

10. Old Business: none

11. New Business Action Items Submitted by COL Leaders: none

Heather adjourned 8:00pm.

Respectfully submitted by Kendal M. Tucker





*January 24, 2013  
5:00 p.m.  
Coeur d'Alene, Idaho  
Coeur d'Alene Resort*

### **COUNCIL OF LEADERS MEETING AGENDA**

Present: Shahna Paul (ISCA), Brian Smith (Graduate Student Committee Chair), Hannah Hamilton (Membership Chair), Heather Tustison (ICA President and Conference Chair), Larry Lutz (ICA By-laws; IDAMFC President), Chandra Salisbury (ICA Treasurer), Kay Webb (ICDA President), Lori Fairgrieve (ICA Awards Chair), Michael Pitts (ICA Professional Development), Liz Horn (IACES President), Sue Holmes (ICA Executive Director), Heather Davis (ICA Interim Secretary), Kendal Tucker (ICA President-Elect), Charmagne Westcott (IMCHA President).

1. Call to Order and Introductions  
Heather Tustison called the meeting to order at 5:38 P.M.
2. Adoption of Agenda  
**Larry moves to approve the agenda. Charmagne seconds the motion. Motion passed.**
3. Secretary's Report--No report
4. Treasurer's Report--See report.
5. Executive Director's Report--See report
6. President's Report--See report.  
President-elect made a request to have all past-presidents meet to collaborate and develop a Leadership Legacy Program.
7. 2012-2013 Strategic Initiatives Review – In President's Report (See report)

**“I move that we create a Development Committee. The committee will be comprised of the Silent Auction Chair and the Treasurer.” Heather moved and Kay Webb seconded the motion; Motion passed.**

**“I move to appoint a sub-committee of the Bylaws Committee, a Policies and Procedures sub-committee to review, edit, and submit a policies and procedures manual.” Heather moved and Hannah seconded the motion. Discussion ensued; Motion passed.**

**“I move to approve the Council of Leaders calendar for the rest of my presidency through LDI 2013.” Heather moved and Brian seconded the motion; Motion passed.**

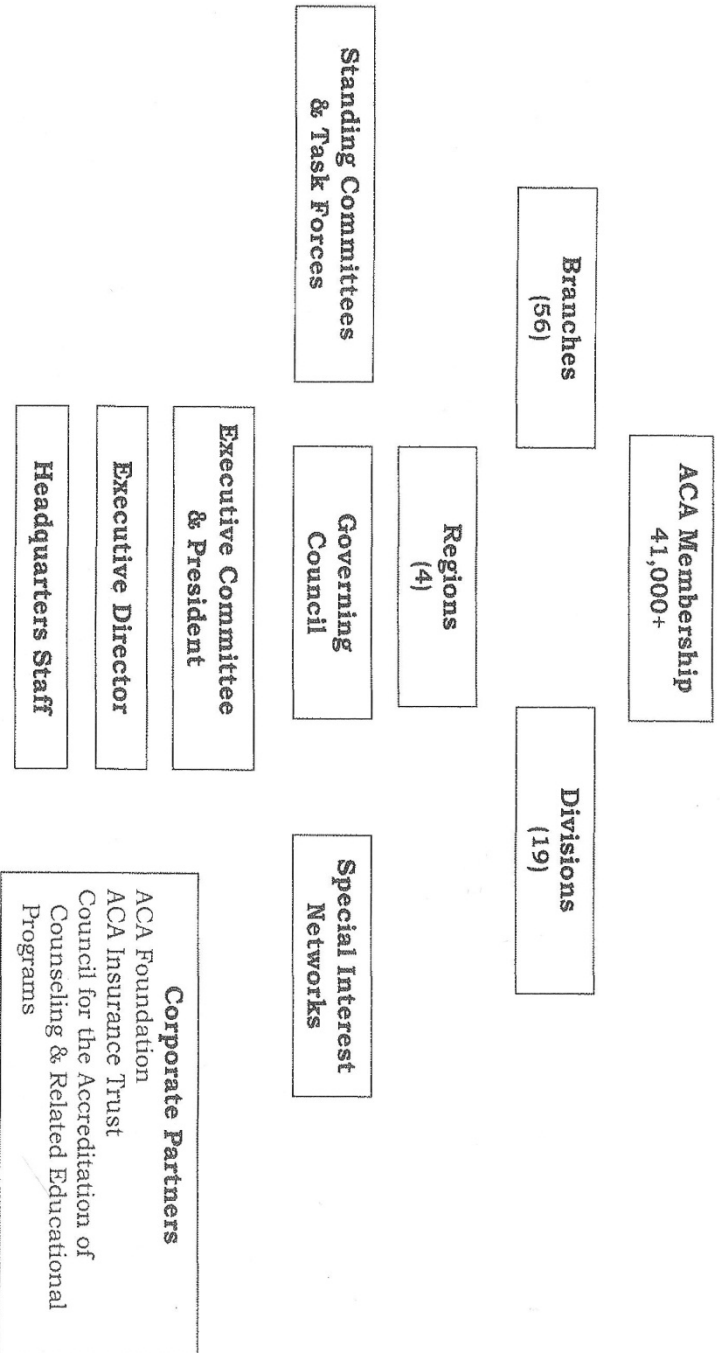
**“I move to approve the president's calls for 2013.” Heather moved and Charmagne seconded the motion; Motion passed.**

8. Division President's Reports
  - a. IACES — see report
  - b. ICDA—see report
  - c. IDAMFC—see report
  - d. IMHCA—see report
  - e. ISCA—see report
9. Committee Chair's Reports
  - a. Awards Chair—see report
  - b. Bylaws Chair—see report
  - c. Conference Chair—see report
  - d. Finance Chair: Chandra is working on communicating with division chairs to get tax info sooner; consistent contact with division treasurers.
  - e. Graduate Students Chair: Brian discussed the need to brainstorm on how to improve communications with graduates (i.e. “speak their language”); continue the work on reaching the graduate students (i.e. Discussion groups; mentoring, generating interest...)

10.
  - a. Human Rights (Humanitarian) Chair
  - b. Leadership Development Chair
  - c. Media (Newsletter) Chair
  - d. Membership Chair: see report; **“I motion to continue the promotion free membership offer for the next two IBOL meetings (Feb 11; May?) - Larry seconded the motion; Motion passed**
  - e. Nominations and Elections
  - f. Public Policy and Legislation (P,P&L) Chair
  - g. Professional Standards Chair
  - h. Strategic Planning Chair
11. Old Business
12. New Business Action Items Submitted by COL Leaders

Heather Tustison adjourns the meeting at 7:46pm.

## BYLAWS AND GOVERNANCE STRUCTURE



The ACA Bylaws set forth the basic governance structure for the administration of Association affairs. Association leaders, including ACA national, division, region and branch officers, should familiarize themselves with the policies and guidelines set forth in the Bylaws, the Policies and Procedures Manual and the Operating Handbooks.



## ARTICLE VII

### BRANCHES OF THE ASSOCIATION

#### Section 1. Organization of Branches.

- a) The Association shall include one or more Branches, each of which shall consist of at least fifty members in good standing in the Association, and each of whom are residents of such geopolitical subdivision. For the purposes of these Bylaws, the District of Columbia, the Commonwealth of Puerto Rico, U.S. Territories, Foreign Countries, and such other geopolitical subdivisions, when chartered by the Governing Council, shall be considered to be Branches.
- b) No Branch shall be organized or operated except in accordance with the Articles of Incorporation and Bylaws of ACA.
- c) The purposes of a Branch shall be in accordance with those of ACA.

#### Section 2. Formation of Branches.

The Governing Council shall have the power to charter Branches, but only one Branch may be chartered in any State in the United States, the District of Columbia, the Commonwealth of Puerto Rico, and the U. S. Virgin Islands. Two-thirds of the votes cast by members of the Governing Council who are present at a meeting where there is a quorum shall be necessary to grant a charter to a new Branch.

#### Section 3. Autonomy of Branches.

- a) A Branch of the Association shall be free to conduct its affairs at the Branch level but shall do so only in compliance with the Articles of Incorporation and the Bylaws of ACA. The Governing Council shall establish such policies and procedures for Branch operation necessary to ensure responsible fiscal operation.
- b) A Branch shall include on its Governing Body a representative from each chartered ACA Division in the Branch.
- c) All elected officers of a Branch shall be members of ACA.
- d) A Branch may adopt its own name, but in all instances shall identify itself as "A Branch of the American Counseling Association."

#### Section 4. Branch Divisions, Chapters, and Interest Sections.

- a) A Branch Division must be chartered by the Branch within which it is located and by the National Division which it represents, consistent with the Bylaws of ACA, the Branch, and the National Division.
- b) All officers of a Branch Division shall be members in good standing of ACA, the Branch, and the corresponding National Division.
- c) A Branch Chapter shall consist of persons who organize on the basis of a local geographic unit within the Branch in accordance with the Bylaws and policies of the Branch.
- d) A Branch Interest Section shall consist of persons who organize on either a Branch or local basis in accordance with the Bylaws and policies of the Branch to promote a professional interest not otherwise provided for in the Divisional structure.





- e) Each Branch shall provide for the organization and affiliation with the Branch of such Branch Divisions, Chapters, and Interest Sections as may be established in accordance with the policies and procedures adopted by the Governing Council.

### **Section 5. Proposed Amendments to Basic Documents.**

Proposed amendments to the Articles of Incorporation or the Bylaws of any Branch shall be reported in writing to the ACA President no later than fourteen weeks prior to the Governing Council meeting at which the change may be considered. The ACA President shall transmit the written proposed amendments to the ACA Bylaws and Policies Committee which will transmit to the Governing Council such proposed amendments with or without a recommendation regarding each proposed change at least six weeks before the next regularly scheduled meeting of the Governing Council. Any such proposed amendment cannot take effect until approved by the ACA Governing Council.

### **Section 6. Reports.**

Each Branch shall transmit to the ACA President the names of its directors and officers promptly following their election or appointment. Each Branch shall transmit a written annual report to the ACA President who shall distribute the report to the Governing Council.

### **Section 7. Involuntary Revocation of a Charter.**

The Governing Council shall have the power to revoke the charter of a Branch when it is deemed in the best interests of ACA to do so.

- a) Before final action may be taken with respect to the revocation of the charter of a Branch, a notice of intent to revoke must first be passed by a majority of the members of the Governing Council present and voting and the Branch in question advised in writing of the reasons for the proposed action. The Branch shall have until the next national meeting of the Association (but in no case less than nine months) to effect remedial measures or otherwise bring itself into compliance with the Bylaws of the Association.
- b) Two-thirds of the votes cast by the members of the Governing Council who are present at a meeting where there is a quorum shall be necessary to revoke the charter of a Branch.

### **Section 8. Voluntary Withdrawal of a Branch.**

An organization's status as a Branch of ACA may be voluntarily withdrawn only in compliance with ACA Bylaws, policies, and procedures adopted by the ACA Governing Council.

## **ARTICLE VIII**

### **BUSINESS AFFAIRS OF THE ASSOCIATION**

#### **Section 1. Severable or Transferable Interest.**

No member shall have any severable or transferable interest in the property of the Association.

#### **Section 2. Control and Management.**

All property of the Association shall be subject to the control and management of the Governing Council. Any accumulation or disposal of real property, except upon dissolution of the Association, must be approved in advance by the Governing Council.

**ByLaws of the  
Idaho Counseling Association  
A State Branch of the American Counseling Association**

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**Article I  
NAME AND PURPOSE**

Section 1. **Name.** The name of this Association shall be the Idaho Counseling Association.

Section 2. **Relationship to ACA.** The Idaho Counseling Association (ICA) is organized as a State Branch of the American Counseling Association (ACA), and shall continuously identify itself as a "Branch of the American Counseling Association" ICA shall be autonomous in the conduct of its affairs, consistent with the ByLaws of ACA.

Section 3. **Purposes.** The purposes of the Idaho Counseling Association, in accord with those of ACA, are to enhance human development through the lifespan, to promote the counseling profession, and to enhance public confidence and trust in the counseling profession.

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**Article II  
MEMBERSHIP**

Section 1. **Eligibility.** Professional members shall hold a master's degree or higher in counseling or a closely related field from a college or university that was accredited when the degree was awarded by one of the regional accrediting bodies recognized by the Council for Higher Education Accreditation.

Section 2. **Special Categories**

(a) **Retired Member:** A retired member is a person who has been and ICA professional member for five (5) consecutive years and who has retired from the counseling profession. Retired members retain their professional status for purposes of voting and holding office.

(b) **Student Member:** A student member is a person who is enrolled half-time or more in a counseling or a closely related field during the current academic year.

(c) **Associate Member:** An associate member is any person who works in a closely related mental health field, but does not hold a masters degree in counseling.

Section 3. **Ethics.** Members must agree to abide by ACA's *Ethical Standards*, as from time to time amended.

Section 4. **ACA Membership.** Members of this Association shall be invited and urged to apply for membership in the American Counseling Association and one or more of its divisions.

Section 5. **Dues.** Annual Association dues for members shall be established by the action of the Council of Leaders. *Retired and Student members pay 50% of the dues that professional and associate members pay.*

Section 6. **Severance of Membership.**

(a) A member may be dropped from membership for any conduct that tends to injure the Association or to affect adversely its reputation, or that is contrary to or destructive of its objectives according to the ByLaws or Ethical Standards of the ACA. Any member charged with engaging in any such conduct shall be given notice of the precise nature of the charge, shall be given the opportunity to confront through witnesses or otherwise before the Association's Professional Preparation and Standards Committee. The Committee shall consider any charges made over the signature of two members in good standing, and shall determine whether the charges should be

dropped, or are true, and shall report to the President. The charged member may appeal the decision of the Committee to the Council of Leaders' Executive Committee, whose decision is final.

(b) A member will be dropped from membership for the nonpayment of dues.

Section 7. **Membership shall be individual.**

Section 8. **Professional members in good standing may vote in an election and hold office.** Student and Associate members may also vote in an election. Student and Associate members may not be an officer of ICA.

### Article III ANNUAL ASSOCIATION MEETING

Section 1. **Meetings.** An annual Meeting of the Association shall be convened at the call of the President, Council of Leaders, or its Executive Committee, who may also call additional meetings. Notice of meetings shall be sent to members at least 30 days prior to convening.

Section 2. **Cancellation of a regularly scheduled meeting.** Cancellation of a regularly scheduled annual meeting, in the event of weather or an emergency can be made by the Executive Committee. Members will be notified of the cancellation electronically.

Section 3. **The Executive Committee has the right to reschedule the meeting.**

### Article IV CHAPTERS, DIVISION, AND INTEREST GROUPS

Section 1. **Divisions**

(a) A State Division shall consist of members who organize on a statewide basis in accordance with the purposes and ByLaws of an ACA National Division and consistent with the ByLaws of the ACA and ICA.

b) All officers of a State Division shall be members in good standing of the corresponding National Division, ACA and ICA.

Section 2. **Chapters.** A State Chapter shall consist of members of ICA who organize on the basis of a local geographic unit within the state in accordance with the ByLaws and policies of the ICA.

Section 3. **Interest Section.** A State Interest Section shall consist of members who organize on either a statewide or local basis in accordance with the ByLaws and policies of the ICA to promote a professional interest not otherwise provided for in the ICA Divisional structure.

Section 4. **Duties to ICA.** The presiding officer of each Division, Chapter, and interest Section shall keep the President, President-Elect, and Secretary of ICA informed of its officers and activities. Changes in ByLaws of these units shall not be effective until approved by the ICA Council of Leaders.

### Article V OFFICERS

Section 1. **Officers and Terms of Office.**

(a) Officers. Officers of this Association shall be the President, President-Elect, immediate Past President, Secretary and Treasurer.

(b) Elected. Officers shall be elected at large from among the professional members of this Association. All Officers shall be members in good standing in ICA and ACA.

(c) Terms. The term of office of any elected officer shall begin on the first day of the official ICA year and each officer shall serve until the successor takes office. The President, President-Elect, and immediate Past President shall serve terms of one year and shall not succeed themselves, except as a result of a vacancy (Section 4). The President-Elect succeeds to the Presidency in the ensuing year and to the Past Presidency the year after the Presidency. The Secretary shall serve a two-year term and shall not be eligible to immediately repeat this office. The Treasurer shall serve a two-year term, and may repeat the office for successive terms if reelected.

## **Section 2. Duties of Officers.**

(a) The President shall be the Chief Executive officer of the Association and shall preside at meetings of the Council of Leaders and its Executive Committee, and at general meetings of the Association. The President shall appoint committee members, with the advice and consent of the Executive Committee and shall hold ex-officio membership on all committees. The President shall be responsible for transmitting the Association's Annual Report to the President of the ACA. The President shall serve as a voting representative of ICA at the ACA Western Regional Branch Assembly.

(b) The President-Elect shall act in the place of the President at all Association, Council of Leaders, or Executive Committee meetings which the President is unable to attend, and shall serve as one of the ICA voting representatives in the Western Regional Branch Assembly.

(c) The immediate Past President shall preside in the absence of the President and the President-Elect, and shall chair the Nominations and Elections Committee and serve on the Conference Committee.

(d) The Secretary shall keep the records of the current activities of the Association, Council of Leaders, and its Executive Committee and shall issue all notices of meetings. The Secretary shall report all notices of meetings. The Secretary shall report all amendments to the Association's Articles of Incorporation or ByLaws to the ACA President in writing with 30 days after the date of adoption.

(e) The Treasurer shall collect and disburse funds of the Association, subject to the approval of the President, and shall make a financial report to the Council of Leaders and the Association annually, and as required by the President or Council of Leaders.

## **Section 3. Nomination and Election of Officers.**

(a) Nominations. The Nominations and Elections Committee shall invite nominations from Divisions, Chapters, Interest Sections and the general membership. The Committee shall select a slate of candidates.

(b) Elections. The Nominations and Elections Committee shall conduct the election of officers by secret ballot, mailed to the individual members or electronically.

## **Section 4. Vacancies.**

(a) Partial terms. Vacancies in the offices of President-Elect, Secretary or Treasurer prior to the completion of the term of office shall be filled by appointment by the remaining members of the Executive Committee. Officers so selected shall serve until the next annual election, when officers shall be elected. Persons completing a partial term shall be eligible for a full term of office, except the President-Elect who becomes eligible to be elected as President

(b) Presidency. Should the Presidency become vacant, the President-Elect shall become President for the remainder of the term, and shall serve a full term as President the next year.

(c) Past Presidency. Should the immediate Past President vacate the office, the next most immediate Past President shall assume it



(d) If an office is unfilled due to no candidate running for the office, the Executive Committee can appoint someone. The candidate with the majority shall take office.

## Article VI COUNCIL OF LEADERS

**Section 1. Composition.** The Council of Leaders shall consist of the Officers of the Association, presiding officer or the appointed representative of each of the Divisions and Chapters of the Association, the Chairpersons of ICA Committees, a graduate student representative (approved 2007) and the Executive Director (if any). A majority shall constitute a quorum.

**Section 2. Powers and Functions.** The Council of Leaders shall:

- (a) Identify issues and establish priorities for the Association;
- (b) Establish policies for Association governance;
- (c) Formulate operational policies for executive action, and evaluate results
- (d) Grant and revoke charters of Divisions, Chapters, and Interest Sections;
- (e) Perform such other duties as are necessary and proper for the orderly and impartial operation of the Association.

**Section 3. Meetings.** The Council of Leaders shall meet at the call of the President. Notice of a meeting of this Council, with a statement of known business to be transacted, shall be sent to each member of the Board at least ten days prior to the meeting. It is empowered to act by mail or technology between meetings.

**Section 4. Executive Committee.** The Executive Committee shall consist of the Officers of the Association and the ICA Division Presidents or their duly appointed representatives. The committee shall meet at the President's call for assignments by the Council of Leaders, or to meet emergencies. It may act by mail and/or technology. It is responsible to the Council of Leaders for its actions and minutes. Notice of its meetings shall be provided to each Executive Committee member. A majority shall constitute a quorum. The Executive Committee is empowered to act by mail or technology between meetings.

**Section 5. Executive Director.** The Council of leaders may, at its discretion, solicit the assistance of an individual for a continuous term, as Executive Director for advice in ICA administration and to enhance continuity to the leadership. This person shall serve as an ex-officio, non voting member of the Council of Leaders.

**Section 6. Removal from office.** A member of the Council of Leaders may be removed from office for any conduct that tends to injure ICA or to affect adversely its reputation, or that is contrary to or destructive of its mission according to the ICA Bylaws and the ACA Code of Ethics. Removal from office requires a two-thirds vote by the Council of Leaders.

## Article VII COMMITTEES

**Section 1. Appointment of Committees.** Committee members shall be appointed by the President, with the advice and consent of the executive committee, except as the ByLaws provide, to conduct necessary activities of the Association. The President is an ex-officio member of each committee.

## Section 2. **Standing Committees.**

- (a) The **Awards Committee** shall select recipients for annual ICA awards, obtain annual awards and special awards, and assist the President in presenting awards.
- (b) The **ByLaws Committee** shall receive proposals for amendments to ByLaws, assist the President and Council of Leaders with ByLaws, seek consistency between ACA and ICA ByLaws, and between ICA ByLaws and ICA Policies and Procedures Manual.
- (c) The **Conference Committee** shall organize and provide Association conferences, conventions.
- (d) The **Finance Committee** shall assist the President, President-Elect, and Treasurer in financial affairs, and annually audit the ICA financial records.
- (e) The **Human Rights Committee** shall seek to improve human conditions in the Association and in the counseling profession.
- (f) The **Leadership Development Committee** shall assist the President in identifying and developing competent leaders.
- (g) The **Strategic Planning Committee** shall suggest plans for future development of the Association to the President and Council of Leaders.
- (h) The **Media Committee** shall supervise the publications of ICA, the distribution of these, and shall enhance the public understanding of counseling and human development
- (i) The **Membership Committee** shall solicit new and continuing members of the Association and ACA.
- (j) The **Nominations and Elections Committee** shall establish a slate of candidates for Officers and shall conduct an election of officers by secret balloting, as provided for in Article V, Section 3. Members of this Committee shall be the immediate Past President as its chair, and each of the Division Presidents, or their duly appointed representatives.
- (k) The **Professional Preparation and Standards Committee** shall make suggestions to the President and ICA regarding counselor entry standards shall provide ACA Ethical Standards Workshops, and shall receive and process complaints of the ethical behavior of members.
- (l) The **Public Policy and Legislation Committee** shall serve as a liaison between ICA and public agencies. The PPLC shall be concerned with matters of public policy at all levels. This committee shall make recommendations to the Council of Leaders concerning public policy and legislative issues.

Section 3. **Special Committees.** The President may appoint any necessary special committees. Special committees have duration of the remainder of the Association year, but may be reinstated the next year if necessary.

Section 4. **Reports.** Each committee shall make an Annual Written Report of its committee activities and status to the President, and shall also report when the President or Council of Leaders require it

Section 5. **Committee Supervision.** Each Standing Committee shall be supervised by the President, President-Elect or immediate Past President, as annually determined by the Council of Leaders.

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## Article VIII

## BUSINESS AFFAIRS

Section 1. **Severable or Transferable Interest.** No member shall have any severable or transferable interest in the property of the Association.

Section 2. **Control and Management.** All property of the Association shall be subject to the control and management of the Council of Leaders.

Section 3. **Disposal upon dissolution.** Upon dissolution of the Association, none of its property shall be distributed to any of the members and all of such property shall be transferred to such other nonprofit organization or organizations, as the Council of Leaders shall determine to have purposes and activities most nearly consonant with those of the Association.

Section 4. **Appropriation of Association Funds.** No appropriation of Association funds shall be made except pursuant to the authority of the Council of Leaders.

Section 5. **Association Year.** The fiscal year and the governance year of the Association shall be that of ACA.

Section 6. **Audit.** The Treasurer's accounts shall be examined annually by the Finance Committee.

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## Article IX

### NONDISCRIMINATION

Section 1. There shall be no discrimination against any individual on the basis of ethnic group, color, creed, gender, sexual orientation, age, record of public offense, and/or disability.

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## Article X

### BYLAWS

Section 1. **Amendment.** These ByLaws can be amended at any regular meeting of the Council of Leaders by a two-thirds vote, provided that the amendment has been discussed and submitted in writing at the previous regular meeting.

(a) Proposal. An amendment may be proposed by majority vote of the Council of Leaders, or by the governance body of a Division, Chapter, or an individual member, provided that the individual member's proposed amendment is presented over the signature of at least ten members in good standing. All proposed amendments must be submitted in writing to the ByLaws Committee, who shall transmit it to the Council of Leaders, with or without a recommendation, for the Council of Leaders to adopt or reject.

(b) The Effective Date of an adopted amendment shall be as soon as President is informed that ACA's Governing Council has approved the amendment as consistent with ACA ByLaws.

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## Article XI

### RULES OF ORDER

*Robert's Rules of Order, Newly Revised*, 1971 Edition (by Henry Martin Robert), as from time to time amended, shall govern the proceedings of all bodies of the Association except where otherwise specified by these ByLaws.

End of ByLaws

*Revised 2011*

## NOTES

[illegible]