

Guidelines for Governance of the Arkansas Out of School Network

Section I: The Arkansas Out of School Network

Mission

The mission of the Arkansas Out of School Network is to support the creation of safe, healthy, and enriching experiences for Arkansas youth during out of school times.

Vision

To strengthen, expand, and sustain Arkansas' school-based and school-linked services to children and youth, ages 5-19, during out of school time.

Network Objectives

- Expand Arkansas' existing network of partners who are committed to making quality after school programs available across the state.
- Build relationships to work toward a comprehensive statewide system that supports best practices for academic enrichment and high-quality programs.
- Facilitate the development of a resource center that will coordinate with local and state agencies and afterschool programs to identify and maximize the use of existing resources for high quality training and technical assistance that meets the needs of providers.
- Build consensus among key policy makers and gain their support on policy issues that would support afterschool programs.
- Engage the state's key decision makers to shape and implement plans of action to employ quality standards, build public and private support, and obtain additional revenues for afterschool programs.
- Develop the infrastructure necessary to manage an information system and website that will become a clearinghouse and resource center for out of school information, training, and technical assistance.

Functions

- Establish and maintain a forum for state and local Network participants to discuss policy issues that expand, provide resources for, and improve the quality of afterschool programs and activities in Arkansas.
- Serve as a communications hub on afterschool issues, providing a listserv and website to all afterschool stakeholders.

- Connect and convene Network participants around issues and concerns of common interest.
- Support and disseminate research on out of school time programming best practices.
- Coordinate local and statewide efforts that support out of school time opportunities for children and youth.
- Monitor and inform Network participants of local, state, and national issues and policy discussions related to afterschool programs and activities.

Structure and Components of the Network

The Network has an array of key partners who have committed staff, resources and technical assistance to establishing and maintaining the Network and promoting the statewide expansion and development of after school programs. The Network shall consist of the following components:

- The **Steering Committee** shall be the primary governing body, responsible for leadership, policy direction, and coordination among the committees and Network participants. The Committee's oversight and decision-making capabilities dictate the overall direction of the Network's actions.
- The **Executive Committee** shall be empowered to represent the Steering Committee and make time-sensitive decisions on its behalf between meetings of the Steering Committee.
- **Standing Committees**, including committees on Professional Development, Finances and Resource Development, Public Education, Program Quality, and Nominations/By-laws are composed of Steering Committee members and other Network participants who volunteer to carry on the duties of the various committees.
- **Network Participants** include individuals, agencies, and organizations that participate in any activity of the Network, from receiving information from the Listserv, to coming to events and meetings, to serving on standing committees of the Steering and/or Executive Committees.
- **Network Ambassadors** shall be representatives of state agencies, local government, employers, educational institutions, law enforcement entities, philanthropic organizations and groups/associations for children and youth who support afterschool activities. Ambassadors will be called upon to provide resources of other support to the Network.

Role of Arkansas State University Childhood Services (ASUCHS)

Arkansas State University Childhood Services serves as fiscal agent for the Network. ASUCHS provides supervision of Network staff and is responsible for ensuring that all Network grant and contract deliverables are met along with necessary reporting requirements.

Section II: Steering Committee

Purpose

The Steering Committee is the primary governing body of the Network. The Steering Committee is responsible for providing leadership and policy direction to the committees and participants in the Network.

Responsibilities of the Steering Committee

- Carry out the mission and vision of the Network.
- Establish and monitor the Network's structure and policies.
- Develop and implement a Strategic Plan to guide the work of the Network.
- Approve and monitor an annual budget.
- Conduct annual evaluation of Network's Strategic Plan.
- Determine the Network's positions and activities regarding afterschool issues and legislation and inform Network participants and other key groups of these positions and activities.
- Promote the Network and seek to expand participation in the Network.
- Serve on a Standing Committee.
- Complete a Memorandum of Understanding (MOU) that contains the following elements.
 - Specification of the resources that the Steering Committee member's representing organization is willing to share with the Network;
 - Designation by the representing organization that the Steering Committee member will serve on one of the Network Standing Committees.

Membership

The Steering Committee includes at least 15, but no more than 20, Network Participants representing a comprehensive and balanced cross section of statewide organizations and sectors, as well as the breadth of the state's

geographic and ethnic diversity. In addition, the Steering Committee should reflect membership balance with regard to the following:

- Rural/urban communities.
- Emphasis on elementary, middle school, and high school out of school time programs.

Every effort will be made to represent as many interested stakeholder groups and individuals as possible. The range and balance of stakeholders among the membership should reflect Network goals, current Network priorities, and critical leadership needs. Steering Committee membership should reflect a balance from the groups listed below, but is in no way limited to these groups.

- Arkansas Department of Education
- Arkansas Department of Human Services Division of Child Care and Early Childhood Education
- Other relevant state agencies. May include but not be limited to:
 - DHS Divisions of Behavioral Health, Volunteerism, Youth Services, etc., and the Arkansas Department of Health.
 - Martin Luther King, Jr. Commission
 - Department of Parks and Recreation
 - Higher education
- Faith-based community
- Philanthropic community
- Business
- Afterschool providers
- Advocacy organizations (e.g. Arkansas Advocates for Children and Families)
- Youth
- Parent or Parent organization
- Colleges/universities
- Cooperative Extension
- Workforce Investment

Conflict of Interest

To minimize possible conflicts of interest, the following principles guide selection for Steering Committee members:

- There are no designated “slots” for funders or contractors though their representatives may be selected to serve.
- Funders may come to any meeting but do not have a “designated” vote.
- Network staff cannot vote; other representatives of staff organizations may serve on the Steering Committee as full members. They must recuse themselves, however, when voting on issues directly related to staffing the Network.

Terms of Office

Members of the Steering Committee shall serve a term of (3) years, and may be re-elected for one additional term, for a total of (6) years. For the initial selection of the Steering Committee, those members will draw slots

with one-third of the selected Steering Committee members drawing 2 year terms, one-third drawing 3 year terms, and one-third drawing 4 year terms. A member selected to fill a vacancy holds office until the term of the member being replaced has expired. Members of the Steering Committee representing state agencies are exempt from the term of office requirements.

Selection Process

Members of the Steering Committee shall be elected by 2/3 favorable vote of those present at a regularly called meeting of the Steering Committee when a quorum is present. Members of the initial Steering Committee shall serve without election until they have completed the period described above. The Steering Committee shall select a Nomination/By-laws Committee (see below) to recommend names for election to the Steering Committee. Chairs of each standing committee must be part of the Steering Committee.

Resignation

Any member of the Steering Committee may by notice in writing resign at any time. Notice will be submitted to the Chair of the Nominations/By-laws Committee.

Removal

Any members of the Steering Committee may be removed from office for conduct detrimental to the interest of the Network by a majority vote of the required quorum at any regular meeting or special meeting called for that purpose. The Steering Committee member subject to removal proceedings shall not vote and his/her vote shall not be counted for the purpose of determining the amount of votes required for majority. Any such Steering Committee member shall be entitled to at least (10) business days notice in writing by mail of the meeting at which removal is to be voted upon and should be entitled to appear at and be heard at the meeting. The Network Chair will inquire when a Steering Committee member is not in attendance at a regular or special meeting. A Steering Committee member may be removed when his/her continued absence affects the ability for the Network to fulfill its mission.

Meetings

Regular meetings will be held quarterly, and more frequently as needed. Special meetings and Emergency meetings may be called by the Network Chair, a majority of the Executive Committee, or on the written request of at least 25% of the members of the Steering Committee. Meetings may

be held in-person or by conference call. Participation of a Steering Committee member by telephone constitutes attendance at a meeting.

Quorum

Attendance by two-thirds (2/3) of the Steering Committee members shall be necessary and sufficient to constitute a quorum for the transaction of all business.

Notification of Meetings and Meeting Agendas

The Network Chair will establish meeting schedules in consultation with Network staff and the Executive Committee. Meeting notices/agendas will be e-mailed to all necessary participants a week before each meeting, except Emergency meetings which will require at least a 24 hour notice.

Section III: Executive Committee

The Executive Committee shall be empowered to represent the Steering Committee and make time-sensitive decisions on their behalf between meetings of the Steering Committee. The general responsibilities of the Executive Committee consist of, but are not limited to, the following duties:

- Seek and approve funds on behalf of the Network.
- Issue “Letters of Support” to requesting entities whose mission and vision align to that of the Network.
- Issue written authorizations to third parties that request money on behalf of the Network.

The Executive Committee, made up of five (5) Steering Committee members, will seek to reflect the balance among Steering Committee membership. Members of the Executive Committee are outlined as follows:

- Chair (1)
- Vice Chair (1)

- Secretary (1)
- At large (2)

Terms of Office

- The Chair, Vice Chair, and Secretary shall be elected annually and shall hold office until their respective successors are elected and take office. The Chair, Vice Chair, and Secretary may serve three (3) consecutive one year terms in the same office, if so elected.
- The Vice Chair will assume the role of the Chair in the Chair's absence.
- At large members shall be elected every year and shall hold office until their respective successors are elected and take office. At large members may serve three (3) consecutive one year terms in the same office, if so elected.

Selection Process

At large members of the Executive Committee shall be elected by 2/3 vote of a regularly called meeting of the Steering Committee when a quorum is present except that the initial Executive Committee shall serve without election until January 2009. The Nominations/By-laws Committee (see below) will recommend names for election to the Executive Committee.

Notification of Meetings and Meeting Agendas

The Chair will establish a meeting schedule for both the Steering Committee and the Executive Committee in consultation with Network staff. Meeting notices/agendas will be e-mailed to all participants a week before each meeting, except Emergency meetings which will require at least 24 hour notice.

Specialized Responsibilities

The Secretary is responsible for creating meeting minutes for all Executive and Steering Committee meetings. Once completed, a copy of the minutes will be given to the Network Chair for distribution. The Chair of each Standing Committee will select a committee member to serve as Secretary to document the actions taken by each Standing Committee.

Quorum

Attendance by two thirds (2/3) at the Executive Committee members shall be necessary and sufficient to constitute a quorum for the transaction of all business.

Section IV: Standing Committees

Standing Committees are established by the Steering Committee to carry out the work of the Network. Currently five standing committees exist: Professional Development, Finances and Resource Development, Public Education, Program Quality, and Nominations/By-laws. Membership on any Standing Committee is open to all interested participants. All requests for committee membership will

be reviewed and forwarded by Network staff to the respective Standing Committee Chairs. Network staff will update Standing Committee rosters and regularly forward to Standing Committee Chairs.

Meeting Schedule

Meetings (in-person or conference call) will be held once each quarter, and more frequently as needed. Meeting notices/agendas will be e-mailed out to all participants before each meeting. If three consecutive meetings are missed by a committee member, the member will be contacted by the Committee Chair to determine the member's interest in continuing participation.

Committee Purpose and Responsibility

Nominations/By-laws Committee

Membership

- Committee Chair appointed by Network Chair.
- Executive Committee Vice Chair serves on the Nominations/By-laws Committee.
- Three other Steering Committee members as appointed by Network Chair.
- Volunteer Network Participants (individuals and/or organizational representatives).
- One member will serve as Secretary of the Committee and subsequent notes or minutes from each meeting will be created and e-mailed to all members of the Committee and to the Steering Committee and Executive Committee.

Responsibilities

- Search, screen, and make recommendations for potential new members of the Steering Committee so as to reflect a balanced membership as outlined in Section II above.

Recommend a slate of officers and other members of the Executive Committee.

- Oversee elections to the Executive Committee and Steering Committee.
- Orient new Steering Committee members to Network responsibilities.
- At the direction of the Network Chair or the Steering Committee, review and recommend revisions to "Guidelines for Governance of the Arkansas Out of School Network."

Professional Development Committee

Membership

- Committee Chair appointed by Network Chair.
- A minimum of three Steering Committee members as appointed by the Network Chair.
- Volunteer Network Participants (individuals and/or organizational representatives).

- One member will serve as Secretary of the Committee and subsequent notes or minutes from each meeting will be created and e-mailed to all members of the Committee and to the Steering Committee and Executive Committee.

Responsibilities

- Maintain awareness of current best practices and research for professional development standards in out of school time programs.
- Identify core competencies for staff and administrators of out of school time programs.
- Identify available professional development opportunities that promote core competencies.
- Make recommendations for development of additional needed professional development training opportunities.
- Facilitate coordination and utilization of professional development training opportunities by out of school time providers.

Program Quality Committee

Membership

- Committee Chair appointed by Network Chair.
- A minimum of three Steering Committee members as appointed by the Network Chair.
- Volunteer Network Participants (individuals and/or organizational representatives).

One member will serve as Secretary of the Committee and subsequent notes or minutes from each meeting will be created and e-mailed to all members of the Committee and to the Steering Committee and Executive Committee.

Responsibilities

- Maintain awareness of current best practices and research for program quality standards in out of school time programs.
- Develop recommendations for program quality standards to be adopted by the State of Arkansas.
- Develop technical assistance supports for out of school time programs to meet recommended program quality standards.
- Facilitate coordination and implementation of program quality standards through sharing of Network participant resources.

Finances and Resource Development Committee

Membership

- Committee Chair appointed by Network Chair.

- A minimum of three other Steering Committee members as appointed by Network Chair.
- Volunteer Network Participants (individuals and/or organizational representatives).
- A representative from the fiscal agent will serve on this committee.
- One member will serve as Secretary of the Committee and subsequent notes or minutes from each meeting will be created and e-mailed to all members of the Committee and to the Steering Committee and Executive Committee.

Responsibilities

- Maintain awareness of current best practices and current research for out of school time programs.
- Research the cost of out of school time programs.
- Development recommendations for funding programs based on scope of program.
- Identify financial and other resources necessary to enable the Network to carry out its goals and objectives.
- Develop and recommend to the Steering Committee an annual organizational budget.
- Maintain ongoing awareness and oversight of Network's financial status.
- Assist with development of fundraising strategies for Network.
- Develop and maintain information about financial resources available to out of school time programs in Arkansas.

Public Education

Membership

- Committee Chair appointed by Network Chair.
- A minimum of three other Steering Committee members as appointed by Network Chair.
- Volunteer Network Participants (individuals and/or organizational representatives).
- One member will serve as Secretary of the Committee and subsequent notes or minutes from each meeting will be created and e-mailed to all members of the Committee and to the Steering Committee and Executive Committee.

Responsibilities

- Maintain awareness of current best practices and current research for out of school time programs.
- Identify content for Network website.
- Identify printed and electronic materials necessary to conduct effective public education activities about Network and the value of out of school time programs.
- Develop and update a strategic communications plan, subject to the approval of the Steering Committee.

Section V: Participation in the Network

Participants

Participants in the Network include individuals, agencies, and organizations who participate in any activity of the Network, from receiving information from the Listserv, to attending events and meetings, to serving on Standing Committees or the Steering and/or Executive Committees.

Active participation in the Network implies the responsibility to support and uphold the Network's mission, vision, objectives, etc.

Section VI: Network Ambassadors

Network Ambassadors shall be representatives of state agencies, local government, employers, educational institutions, law enforcement entities, philanthropic organizations and groups/associations for children and youth that support afterschool activities. Ambassadors will be consulted on an as needed basis on issues of relevance and importance to the afterschool arena. The Ambassadors group will be kept informed of issues and activities undertaken by the Network through twice-annual updates provided to the entire Network by the Chair.

Section VI: Network Staff

Network staff are employees whose time is contributed by Network Partner organizations to further the mission of the Network. Staff salaries may be supported through grants or contributions obtained by the Network, and paid through contractual agreements with the Network's fiscal agent; or staff salaries may be supported through grants or contributions obtained by Network members, and paid by the Network Partner organization.

Section VII: Other Provisions

Effective Date

These "Guidelines for Governance of the Arkansas Out-of-School Network" shall be effective May 21, 2008.

Amendments

The Steering Committee has the power to make, alter, amend, and repeal these guidelines by a 2/3 vote of the members present at a regular meeting when there is a quorum present. Proposed amendment(s) must be submitted to all Steering Committee members in writing at least ten (10) business days before the meeting to handle such an issue.