



The SHAPE America Community Welcomes YOU!

As a brand new state affiliate executive director, SHAPE America welcomes YOU to our wonderful SHAPE community!

This kit was conceived of at SHAPE America's inaugural Leadership Summit in February 2022 as a way to provide comprehensive information about SHAPE America and its 50 state affiliate structure.

You will also find resources such as sample templates for position descriptions, sample conflict of interest forms and resources related to best governing practices for nonprofit organizations. Please note that each of these resources is meant to inform a board's unique discussion about what is appropriate for their individual association. *None of the templates or sample operating codes are required to be used by SHAPE America or any other entity; they are only meant to be helpful sample resources.*

We hope you find this resource helpful, we welcome your feedback and questions and once again, we welcome YOU as a new state affiliate executive director to our community!



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About SHAPE America

SHAPE America – Society of Health and Physical Educators is the national organization that serves as the voice for 200,000+ health and physical education professionals across the nation. Since its founding in 1885, the organization has defined excellence in physical education, and the National Physical Education Standards and the National Health Education Standards serve as the foundation for well-designed physical and health education programs across the country.

We provide programs, resources and advocacy that support an inclusive, active, kinder, and healthier school culture and champion health and physical educators at every level, from preschool to university graduate programs. Our extensive community includes members, advocates and supporters, as well as 50 state affiliate organizations (including the District of Columbia). Together we are working, in and out of schools, to prepare every child to lead a healthy, physically active life. For more information, visit www.shapeamerica.org.

Follow SHAPE America on [Twitter](#), [Facebook](#) and [Instagram](#).

SHAPE America's Mission Statement

To advance professional practice and promote research related to health and physical education, physical activity, dance and sport.

SHAPE America's Vision Statement

A nation where all children are prepared to lead healthy, physically active lives.

SHAPE America Strategic Direction 2023 – 2026



Our Vision

A nation where all children are prepared to lead healthy, physically active lives.

Our Mission

To advance professional practice and promote research related to health and physical education, physical activity, dance, and sport.

Equity, Diversity and Inclusion (EDI)

Equip and empower all health and physical educators to support each other in advancing equity, diversity and inclusion within the field and to provide all students with access and opportunity to be successful in physical education and health education.

Serve as the leading source for strategies to bolster the recruitment of diverse health and physical education teachers.

Empower and equip teachers such that they can successfully create inclusive and equitable health and physical education learning opportunities.

Cultivate an equitable, inclusive organizational culture, with diverse representation among SHAPE America's volunteer leadership communities and staff.

Advocacy

Serve as the national leading and unifying voice advocating for health and physical education.

Collaborate with health and education organizations to influence federal public policy that advances national health and physical education priorities.

Empower, guide and support stakeholders to serve as effective advocates for health and physical education funding and support throughout the country.

Advocate for health and physical education teacher preparation programs and provide support for the recruitment and retention of diverse student teacher candidates.

Community

Foster and grow a strong, diverse and inclusive community within the health and physical education field.

Provide opportunities for schools to build capacity through community give-back programs.

Recruit diverse volunteer leaders and provide leadership development opportunities to build capacity within the field.

Celebrate and uplift all health and physical education professionals (including future professionals) and provide a forum for them to convene and engage with each other.

Knowledge & Practice

Advance the knowledge and practice of all health and physical educators to support the development of health and physical literacy in all students.

Safeguard and champion the National Physical Education Standards and the National Health Education Standards.

Provide high-quality, standards-based resources and professional development opportunities that are inclusive and accessible.

Engage the health and physical education higher education community to promote research and to connect it with policy and practice.

Sustainability

Promote sustainable business practices to build organizational capacity, while modeling principles of inclusion and sustainability in all operations, products and services.

Reimagine membership to ensure balance between maintaining strong membership value and ensuring all teachers within the health and physical education community have opportunities to advance their practice.

Expand and diversify revenue (including cultivating non-dues revenue) to safeguard financial stability and position and underscore SHAPE America's role as the leading voice on health and physical education.

Engage in best practices in data collection and management to ensure data-informed decision-making.



SHAPE America Senior Staff

- **Stephanie Morris**, CEO: smorris@shapeamerica.org
- **Adam Pomerantz**, CFO and Senior Vice President, Finance & Operations: apomerantz@shapeamerica.org
- **Carly Wright**, Chief Program Officer: cwright@shapeamerica.org
- **Katie Kaefer**, Vice President, Membership & Marketing: kkaefer@shapeamerica.org
- **Beth Bennett**, Vice President, Strategic Partnerships and Fundraising: bbennett@shapeamerica.org

SHAPE America Departments

Advocacy, Knowledge & Practice

- Advocacy
- Public Policy
- Equity, Diversity and Inclusion
- Educational Content & Standards
- Annual Convention
- Online Institute
- Book Publishing

Strategic Partnerships & Fundraising

- Joint Projects
- Corporate Giving and Sponsorships
- Individual and Planned Giving
- Foundation Grants
- Advertising

Membership & Marketing

- Website
- Membership
- Marketing
- Emails & graphics

Executive Center

- Board of Directors
- Districts



- Accounting and Payroll
- Human Resources and Information Technology
- Periodicals



About SHAPE America's Five Districts

SHAPE America deeply values the many volunteer leaders who serve in our five District Leadership Councils (Eastern, Southern, Central, Midwest and Western). District leaders have contributed greatly to SHAPE America over its history and work together to serve schools and teachers within their Districts. District leaders help build engaged, diverse membership communities and are enthusiastic ambassadors of SHAPE America and its current initiatives.

District Directors facilitate meetings amongst District Leadership Councils and work with them to build consensus for how they will contribute to the SHAPE America community and serve members in their Districts. The following individuals serve as District Directors:

- **Keri Schoeff**, Western District Director, district.director@shapewestern.org
- **Mark Foellmer**, Midwest District Director, mfoellmer2@gmail.com
- **Joel Frye**, Eastern District Co-Director, jfrye3@gmail.com
- **Orlando Cordero**, Eastern District Co-Director, OCordero@schools.nyc.gov
- **Megan McCollom**, Central District Director, megan.mccollom@mnshape.org
- **MeMe Ratliff**, Southern District Director, meme3rat@gmail.com

Each District is encouraged to contribute in meaningful ways over the course of the fiscal year. Contribution opportunities are aligned with the organization's Strategic Direction and include (but are not limited to):

1. **Mentoring and Developing Leaders.** Districts provide opportunities for mentoring and leadership which help engage students and emerging leaders.
2. **Engaging the Higher Education Community.** District leaders, especially those in higher education, can help SHAPE America forge deeper connections to our higher ed community.
3. **Hosting Coffee Talks and Other Events at SHAPE America's National Convention**
Coffee Talks are small group sessions that take place each morning during SHAPE America's National Convention & Expo.
4. **Supporting the District Teacher of the Year Awards Program.** SHAPE America is proud to celebrate District Teachers of the Year in six categories each year. District leaders can support this program and ensure their District is well represented each year by supporting the program in various ways.



5. **Raising Awareness of health. moves. minds., powered by Booster.** SHAPE America's flagship service-learning program is making a huge impact in so many schools and school districts and driving real financial support for health and physical education programs. The health. moves. minds. program also holds the promise of driving critical financial support to state affiliate organizations who choose to partner in promoting this program. District leaders play a vital role in helping promote the program through various activities.
6. **Participating as Advocates.** District leaders may organize events (in person or online) with members and leaders in their District to hear advocacy updates from SHAPE America, review state ESSA plans, conduct outreach (via phone calls or emails) or help organize "Backyard Advocacy 101" efforts.
7. **Hosting Twitter Chats**
Districts host Twitter chats utilizing their District Twitter accounts.

More information about SHAPE America's Districts may be found at
<https://www.shapeamerica.org/about/districts/default.aspx>.



About SHAPE America's Program Councils and SIGs

SHAPE America maintains five program Councils with the following areas of focus:

- a. Physical Education: Dance, Physical Education Teacher Education (PETE), Elementary, Middle School, High School, Adapted Physical Education, State/District Physical Education Administration
 - **Chair: Robert Holmes, rholmes0507@gmail.com**
- b. Physical Activity: Lifespan Physical Activity, Dance, Sport, Adapted Physical Activity and Sport, Outdoor Adventure Education
 - **Chair: Lisa Paulson, lpaulson88@gmail.com**
- c. Health Education: Health Education Teacher Education (HETE), Elementary, Middle School, High School, State/District Health Education Administration
 - **Chair: Kathleen Vogt, kvogt@acsdny.org**
- d. Research: Curriculum and Instruction, Exercise Sciences, Motivation and Psychology, Motor Behavior and Measurement, Physical Activity and Health, Sociocultural and Social Justice, and Sport and Coaching
 - **Chair: Heather Erwin, herwi2@uky.edu**
- e. Professional Preparation Council: Physical Education Teacher Preparation (PETE), Health Education Teacher Preparation (HETE), PETE and HETE doctoral preparation, College and University Instructional Physical Activity Programs, and PETE and HETE Discipline Academic Content
 - **Chair: LeAnn Olson, olsonle@mail.etsu.edu**

SHAPE America's Program Councils are a source of content expertise and development, idea and resource generation, and quality control for SHAPE America. The Councils help create resources or programs that support the needs of the profession. The Councils also identify, discuss, and recommend ideas or positions to support the needs of the profession and which are related to their specific area of focus.

Special Interest Groups



SHAPE America's Special Interest Groups (SIGs) provide members with similar interests and/or professional specialties the opportunity to stay current on key areas in health and physical education and to contribute in various ways to the SHAPE America community.

SHAPE America members are eligible to participate in various SIGs (at no extra cost) to:

- Stay current on the latest trends in a field of interest;
- Connect with members through mySHAPE America, SHAPE America's members-only online community; and
- Facilitate networking opportunities, including during SHAPE America's National Convention & Expo.

Several SHAPE America SIGs function under SHAPE America's Program Councils:

Physical Activity Council

- Education-Based Employee Wellness

Physical Education Council

- Adapted Physical Education and Physical Activity

Professional Preparation Council

- College and University Instructional PA Programs
- Students
- Curriculum & Instruction

Research Council

- Measurement & Evaluation
- Comprehensive School Physical Activity Program (CSPAP) Research
- Motor Behavior

Two SHAPE America SIGs function independently with staff support from SHAPE America:

- Health & P.E. Departments of Education and School District Leaders
- National Board Certified Teachers





About SHAPE America's Equity, Diversity and Inclusion Committee

SHAPE America seeks to serve and represent all teachers in the health and physical education field, as well as the diverse population of students they teach. The EDI Committee reviews SHAPE America's process of recruiting members and volunteer leaders — and helps ensure that SHAPE America develops and provides programs, resources and professional development opportunities using an equity, diversity, and inclusion (EDI) lens.

The committee researches, discusses and applies best practices in EDI and draws from advice of experts in the field (including those outside of the actual committee) to recommend changes to SHAPE America's processes and practices.

Co-Chair: Lennie Parham, lennie.parham@doe.nj.gov



About SHAPE America's health. moves. minds., powered by Booster

SHAPE America's signature fundraising and service-learning program is called health. moves. minds, powered by Booster. SHAPE America state affiliate organizations may choose to partner through Memorandum of Understanding with SHAPE America to promote this program within their state. The program is for all grade levels and helps promote an active school environment while teaching children how to cope with stress, bullying and societal pressures. Money raised via health. moves. minds. supports the state affiliate organization (5% of all proceeds raised go to the state affiliate). Additionally, each school that participates in health. moves. minds. receives 50% or more of the funds raised.

To learn more about health. moves. minds., visit www.healthmovesminds.org or reach out to Beth Bennett at bbennett@shapeamerica.org.



Board Governance Resources

Legal Obligations for the Board of any 501c3 Nonprofit Organization

A board of directors has certain legal obligations, known as duties. While the details may vary from state to state, here are some common legal responsibilities for members of non-profit boards:

- **Take reasonable care when making decisions for the organization (called “duty of care”)**
 - Read materials in advance, ask questions, consider all perspectives
- **Act in the best interest of the national organization (called “duty of loyalty”)**
 - Setting aside personal loyalties to particular partnerships, other nonprofit organizations or companies, or specific stakeholder groups within SHAPE America. As a member of the board, you represent the ENTIRE HPE community in every situation.
- **Act in accordance with the organization’s mission (called “duty of obedience”)**
 - Always putting our mission FIRST - *to advance professional practice and promote research related to health and physical education, physical activity, dance and sport.*
- **Stand aside when there is a conflict of interest (called “recusal”)**
 - When discussions or votes are rooted in personal loyalties or perspectives and not focused on the national organization’s best interests, we get off course.
 - Sometimes board members are asked to sign a conflict of interest form.

Sample Board Roles and Expectations

- Develop a plan and strategic direction based on the vision and mission of the Association
- Select the CEO and provide support for the CEO
- Work in collaboration with the CEO to determine, monitor and strengthen programs and services. Ensure adequate financial resources
- Protect assets and provide proper financial oversight
- Build a competent, diverse Board and periodically evaluate its performance
- Ensure compliance with legal requirements and ethical integrity
- Enhance the Association’s public standing
- Fulfilling other board responsibilities (serving as an ambassador).
- Preparing for and attending board meetings.
- Responding in a timely manner (when requested) to emails.
- Researching and discussing issues before decisions are made.
- Replacing and orienting board members when a vacancy arises.



- Fundraising, by directly donating to the non-profit and soliciting donations from others (this is different from securing sponsors...)
- Advocating for the organization.
- Each new board member is paired with a current board member for mentorship.

Sample Board Culture Group Norms

- Start and end on time (stay focused on the agenda)
- Data driven decisions
- Throw Glitter not SHADE (adopt a positive, solution-oriented mindset)
- Respect expressions of honesty and welcome divergent points of view, maintain mutual respect and professionalism
- Limit side-bar conversations, distractions. Treat a virtual meeting just like an in-person meeting (as if we were together in person)
- The benefit of a virtual meeting: feel encouraged to use the chat room as a way to “share the air.”
- Board business is board business
- Empty Chair philosophy and focus – members first!

Sample Position Descriptions/Operating Codes: President

Sample A:

- The President is the chief elected officer and ensures that the Board of Directors fulfills its responsibilities for the governance of the Association.
- The President works through and with the Executive Committee, the Board of Directors, committees, and the Chief Executive Officer and staff to achieve the mission of the Association.
- With the Executive Director, plans the agenda for meetings of the Executive Committee, the Board of Directors, and other official meetings of the Association. Presides over each of these meetings.
- Appoints and charges members of Association committees and makes other assignments as needed in accordance with existing bylaws and policies and as directed by the Executive Committee and/or the Board of Directors.
- Serves as the spokesperson of the Association in official proclamations and announcements and through addresses at meetings.
- Represents the Association with other professional organizations and with governmental agencies and private groups.



- Issues periodic reports to the Board of Directors concerning the affairs of the Association.
- Signs the personal employment contract for the Executive Director, who is authorized to sign employment agreements for all professional staff.

Sample B:

PURPOSE:

- To expedite the mission and vision of the Association according to the Association's by-laws, strategic plan and operating codes.
- To serve as a chief executive officer of the Association.

ELIGIBILITY:

- Must have had continuous membership in the Association for two years just prior to election
- Term of Office: The President will serve for one year beginning the term after the final Board of Directors meeting of the association's convention and conclude it at the end of the next state convention.
- Vacancy: In case of death or resignation of the President, the Executive Committee with the approval of the Board of Directors shall appoint an eligible member to fill the position.

DUTIES:

- Conduct business of the Association according to the by-laws, and operating codes.
- Act as the presiding officer at all Board of Directors and general meetings of the Association.
- Appoint members to all standing committees and any special committees.
- Serve as a delegate to the SHAPE America Delegate Assembly.
- Cooperate with the President-Elect in organizing and carrying out plans for the Association's convention.
- Keep the Executive Committee informed of the appropriate business of the Association.
- Answer all correspondence with copies to appropriate persons.
- Keep the membership informed of Association business.
- Prepare an agenda with the Executive Director for each Board meeting after providing for members to propose items for the agenda.
- Provide Board members with an agenda at least one week prior to the scheduled meeting.
- Call meetings of the Board of Directors and the Executive Committee as necessary.
- Be responsible for seeing that appreciation is expressed for the service at convention and other activities. The President may choose to give presidential awards at the fall convention.
- Notify through the Executive Director all officers and chairs to present oral reports for the fall Board of Directors meeting. Notify through the Executive Director the President, Past President and President Elect to submit oral reports for the spring Board of Directors meeting.



- Send letters of congratulations to new officers.
- With the approval of the Board of Directors appoint all open positions on the Board of Directors.
- Attend district meetings or workshops in the state or appoint a representative to attend. Appoint a member to represent the Association at any special events in the state.
- Suggest head table arrangements and preside at the convention activities.

Sample Position Description/Operating Code: President-Elect

PURPOSE:

- To expedite the mission and vision of the Society according to the latest revision of the official Constitution and By-laws, strategic plan and operating codes.
- Serve as an Executive Officer of the Society.

ELIGIBILITY:

- Must have had continuous membership for two years in the Association immediately prior to election.
- Term of office: The President Elect is a three-year commitment: one year as President Elect, one year as President and one year as Past President. Each term beginning at the final Board of Directors meeting of the fall convention.
- In case of death or resignation of the President Elect, the Executive Committee with the approval of the Board of Directors, shall appoint an eligible member to fill the unexposed term of the President Elect.

GENERAL DUTIES:

- Act for the President in his absence.
- Assume the Presidency at the end of the final Board of Directors meeting of the fall convention.

Sample Position Description/Operating Code: Past President

PURPOSE:

- To expedite the mission and vision of the Association according to the latest revision of the official by-laws.
- To serve as an Executive Officer of the Association.

ELIGIBILITY:



- Must have had two years continuous membership in the Association prior to selection.
- Term of office is one year beginning immediately after the term of president.
- In case of death or resignation of the past president, the Executive Committee with the approval of the Board of Directors will appoint an eligible member to fill the position.

GENERAL DUTIES:

- Serve as Chairperson of the Nomination and Awards Committee.
- Notify the editor of the Newsletter of requests of recommendations for nominations and awards to be published in the Newsletter.
- Coordinate the selection of award winners.
- Work with the Executive Director to prepare the slate of candidates to be submitted to the Board of Directors prior to the fall convention.
- Assist the Executive Director in the preparation the program booklet for the awards ceremony at the fall convention.
- Follow awards protocol in carrying out the award process.
- Serve as an alternate delegate to the and the SHAPE America Assembly.

Sample Position Description/Operating Code: Treasurer

PURPOSE:

- To conduct Association financial business as directed by the Board of Directors.

ORGANIZATION:

- An appointed office of the Association, candidates must be a member of the Association at the time of the appointment and are appointed by the Executive Committee. Consent to accepting the appointment must be in writing.
- The Treasurer shall automatically assume responsibilities of treasurer on January 31 of the next year.
- The Treasurer shall serve a two (2) year term.
- If a vacancy occurs in the office of Treasurer, the remaining members of the Executive Committee shall appoint an interim Treasurer with the approval of the Board of Directors. This appointment shall not exceed the remainder of the unfinished term.

DUTIES:

- Using the QuickBooks Software Computer Program as needed, maintain the official financial ledgers and records for the Association which includes, but is not limited to:
 - Writing all checks in a timely fashion for bills submitted (as approved by the Executive Committee)
 - Depositing incomes in a timely fashion.



- Maintaining running balances of all accounts-including checking account categorical balances, certificate of deposits, and savings accounts.
- Provide at least two names of an accounting firm from which one will be selected to audit the Association's finances for external financial audits during odd years and with a change of treasurers. Internal financial audits will be conducted by the finance committee during even years. Results of such audits will be reported to the Board of Directors.
- Submit written reports at Board of Director meetings summarizing actions taken and financial status of the Association.
- Submit a proposed, yearly budget to the Finance Committee for review and approval and then submit proposed budget with changes for Board of Director's approval at the appropriate board meeting.
- Maintain file copies of all official correspondence, receipts, disbursements, reports, policies, procedures, operating codes, and other pertinent material of respective office.
- Submit the Association's income tax material to SHAPE America within the time frame given.
- Suggest investment options for surplus funds to Finance Committee and Board of Directors.
- Coordinate Annual State Convention registration with the Executive Director and Secretary and maintain registration list of payments.
- Attend all meetings of the Executive Committee and Board of Directors.
- At the fall BOD leadership meeting, review fiduciary responsibilities of members of the Board of Directors, and Association financial guidelines and policies.
- Consult on a yearly basis with the Attorney General's office in regards to what state/national tax forms are to be paid, the dates payments are due, and the status of being a non-for-profit. This will be done with the finance committee prior to the submission date.
- Forward all materials with complete record books to successor, at the end of term of office and advise and assist the incoming treasurer of responsibilities.
- Be familiar with and follow the By-laws and Operating Codes of the Association.
- Forward to the Archivist, every two years, all financial records of the Association that should be retained.



Sample Position Description/Operating Code: Parliamentarian:

(Note: Not every association chooses to maintain a Parliamentarian)

PURPOSE:

- Role is to assist and support the President in maintaining order and adhering to the governance and policies of the Association. This individual is a non-interventionist.

ORGANIZATION:

- The Parliamentarian shall assume office following the Association's convention every year. This individual should have an understanding of the missions of both SHAPE America and the Association.
- This individual must be knowledgeable of current Roberts Rules of Order, as determined in the By-laws and may also be familiar with "Robert's Rules Lite" (for more on Robert's Rules Lite, refer to page 25 of this Welcome Kit).
- This individual is a non-voting, appointed member of the Executive Board.

RESPONSIBILITIES:

- Attend all Executive Board meetings.
- Assist the President with meeting procedures.
- Assume the role of Parliamentarian during the Executive Board meeting.
- Sit in the designated area for visual access to the President.
- Be available to confer with the President as needed.
- Be available to meet with the Board of Directors at meetings whenever needed, as assigned by the President.
- Assist with the coordination of motions and resolutions as requested.
- Assist with the election and voting procedures.
- Provide full support for the Executive Board in all matters related to the conference and meeting.
- Actively solicit new members for the Association.
- Perform other duties as designated by the Board of Directors.
- Participate in all board and convention evaluations.
- Actively engage in convention duties and responsibilities.



Sample Board Self-Evaluation Tool

Board of Directors Self-Evaluation Questionnaire

For period from _____ to _____

Questions should be answered by all board members and represent a compilation of resources provided by BoardSource, ASAE (the association for association executives) and the Center for Nonprofit Leadership at Adelphi University.

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

A. Our Performance as a Collective Board

Rating scale: 1 2 3 4 5

1. As board members we understand and support the mission of the organization.
2. As board members, we are knowledgeable about the organization's programs and services.
3. As board members, we ensure the annual budget reflects the association's strategic direction.
4. As board members, we read and understand the organization's financial statements.
5. As board members, we carry out the board's legal duties of care, loyalty and obedience.
6. As board members, we understand and respect the roles of the board, executive committee, executive director, and staff.
7. As board members, we focus regularly on strategic and policy issues versus operational issues.
8. As board members, we advocate on behalf of the association, its members and the general HPE community.
9. As board members, we represent the breadth and depth of the HPE community, including those members who are part of marginalized communities within HPE.
10. As board members, we encourage and consider different points of view.
11. As board members, we all support the decisions we make, even when some of us individually disagree.
12. As board members, we maintain confidentiality regarding board discussions and votes.
13. As a board, we cultivate a climate of mutual trust and respect between the board and ED.



14. As a board, we foster an environment that builds trust and respect among board members.
15. Our board meetings are always interesting and productive.

B. My Performance as an Individual Board Member

1. I am aware of what is expected of me as a board member.
2. I have a good record of meeting attendance.
3. I read the minutes, reports and other materials in advance of our board meetings.
4. I am familiar with what is in the organization's by-laws and governing policies.
5. I frequently encourage other board members to express their opinions at board meetings.
6. I am a good listener at board meetings.
7. I follow through on things I have said I would do.
8. I maintain the confidentiality of all board decisions.
9. When I have a different opinion than the majority, I raise it.
10. I support board decisions once they are made even if I do not agree with them.
11. I am knowledgeable about the organization's programs and services.
12. I promote the work of our organization in the community whenever I have a chance to do so.
13. I look to maintain open dialogue with the association's members, especially those representing marginalized communities.
14. I stay informed about issues relevant to our mission and bring information to the attention of the board.
15. I find serving on the board to be a rewarding and satisfying experience.

Sample Executive Director Evaluation Process

- 1) Create a form (using Google or another platform) that lists the organization's goals for the current fiscal year and provides space for narrative under each goal by board members. The form might include a space for the name of the board member completing the form, to allow the Executive Director the opportunity to follow up regarding any questions or specific feedback offered.
- 2) Executive Director may provide a self-evaluation to all board members for their review in advance of board members filling out the form, to remind them of accomplishments achieved over the past year and address areas for growth moving forward.
- 3) The Executive Committee may send the form to board members for their comments regarding the ED's performance and provide a timeline for completing the form.



- 4) The Executive Director might review the feedback offered on the completed forms and compile a summary of “common themes” to share at the beginning of the evaluation meeting (which might take place with the entire board present).
- 5) Following the ED’s reflections on the feedback offered, each board member may offer any additional feedback to the ED.
- 6) The Past President may take notes during this discussion and provide a written summary of the overall discussion as documentation for the evaluation to the Executive Committee (and ED).



Additional Resources

SHAPE America's Definition of a Volunteer: Any person who voluntarily performs a service on behalf of SHAPE America is considered a volunteer. Volunteers serve in various capacities including, but not limited to, board members, chairs and members of committees, councils, and task forces. SHAPE America volunteers play an essential role in helping to create resources for health and physical education professionals. Volunteers work with each other, SHAPE America staff and membership, and the public at large to create such resources.

Sample Code of Conduct for Volunteers:

The following Code of Conduct is utilized by SHAPE America to ensure volunteers act with integrity and conduct business in the highest ethical manner. This Code of Conduct applies to all volunteers -- board members, chairs and members of committees, councils, task forces, etc.

1. Positively and proactively work to promote the mission of SHAPE America.
2. Act with fairness, honesty, integrity, and in a professional manner when performing responsibilities.
3. Respect the opinions of others and treat all with equality and dignity. At no time is rudeness or discourtesy ever acceptable. Personal and sexual harassment are strictly prohibited.
4. Comply with any orientation for new Council members that corresponds to volunteer responsibilities and is provided by SHAPE America.
5. Respect and support decisions made by the majority of the volunteer group.
6. Take responsibility for making informed decisions - read supporting materials in preparation for meetings and ask questions to gather more information as necessary.
7. Maintain confidentiality of information gained or of products created as a volunteer of SHAPE America.
8. Disclose any conflict of interest that exists or arises to SHAPE America staff for consideration as soon as it becomes known. A conflict of interest arises when a person in a position of authority (or influence) over an organization, such as a director, officer,



employee, or volunteer, may benefit personally from a decision he or she could make. Volunteers may be required to sign a Conflict of Interest Policy and Statement.¹

9. Acknowledge and agree that SHAPE America has and retains the sole and exclusive right, title, and interest in any content, material, and resources (collectively “Work”) developed by any individual volunteer member and volunteer groups, including copyright and any other proprietary rights pertaining to the Work. By signing the Volunteer Declaration below, Volunteer assigns and transfers to SHAPE America all rights, including copyright, to the Work and all contributions to the Work.

¹ The following circumstances are examples of transactions that could give rise to Conflicts of Interest:

a. Outside Interests.

- i. An Agreement or Transaction between SHAPE America and a Responsible Person or Family Member.
- ii. An Agreement or Transaction between SHAPE America and an entity in which a Responsible Person or Family Member has a Material Financial Interest or of which such person is a director, officer, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative.

b. Outside Activities.

- i. A Responsible Person competing with SHAPE America in the rendering of services or in any other Agreement or Transaction with a third party.
- ii. A Responsible Person's having a Material Financial Interest in; or serving as a director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative of, or consultant to; an entity or individual that competes with SHAPE America in the provision of services or in any other Agreement or Transaction with a third party.

c. Gifts, Gratuities and Entertainment. A Responsible Person accepting gifts, entertainment, or other favors from any individual or entity that:

- i. Does or is seeking to do business with, or is a competitor of SHAPE America; or
- ii. Has received, is receiving, or is seeking to receive a loan or grant, or to secure other financial commitments from SHAPE America;
- iii. Is a charitable organization;
- iv. Under circumstances where it might be inferred that such action was intended to influence or possibly would influence the Responsible Person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value that are not related to any particular transaction or activity of SHAPE America.

**Implementation of roles and responsibilities and the Code of Conduct:**

The Code of Conduct is fundamental to the success of all volunteer activities. All volunteers must sign a declaration that they have read and will abide by the Code of Conduct in fulfilling their roles and responsibilities.

Volunteer Declaration:

I, _____, have read, understand, and agree to abide by the Code of Conduct in fulfilling my role and responsibilities as a volunteer for SHAPE America. I understand that such adherence is a condition of my volunteer work. I understand that a violation of the Code of Conduct may be grounds for termination as a volunteer.

Signed this _____ day of _____, 20_____.

Volunteer Signature

Volunteer Name Printed



Sample Conflict of Interest Disclosure Form

This form must be filed annually by all current association board members, as identified in the [ASSOCIATION] Conflict of Interest Policy Statement.

_____ I have no conflict of interest to report.

_____ I have the following conflict of interest to report (please specify):

_____ I have the following board membership(s) to report (please list all other board positions):

The undersigned, by his or her affixed signature, confirms that he or she understands the implications of this policy and that a full disclosure has been made as of this date.

Signature

Printed Name

Date



Sample Conflict of Interest Examples for Board Members, Officers, Key Staff and Family members:

- Professional development trainer for Association (contracted with Association)
- Paid/contracted author for association published publications
- Serving on the board or serving as key staff of an organization that the Association may be in business with (advertisers, exhibitors, contractors, lawyers, etc.)
- Serving on the board or key staff of an entity or organization competing with the Association for members, conference attendees, sponsors, etc.



About Robert’s Rules “Lite”

Many leaders rely on Robert’s Rules of Order to run efficient board meetings, but many may not realize that most small nonprofit organizations utilize a “lighter” version of Robert’s Rules today to ensure the focus of discussions stays on substantial topics (and is less about parliamentary procedure or operating code). The following excerpt is taken directly from BoardSource, a nonprofit organization that provides nonprofit board leadership research, leadership, and support. More information may be found on BoardSource’s website (<https://boardsource.org/resources/board-meetings-fags/>) related to overall best practice in running a successful board meeting, whether staff and/or potential board candidates should attend board meetings, why a consent agenda may be helpful, and what might be included in the minutes for a board meeting.

From BoardSource:

Every meeting — including board meetings — needs a format and guidelines. However, few boards can function efficiently by following Robert’s Rules to the letter. Robert’s Rules of Order was originally created as the manual for parliamentarians to better structure official assembly meetings — not for small nonprofit boards focusing on making wise and educated decisions for their organizations. When major efforts go toward ensuring that the process is impeccably structured and legally indestructible, the board is inviting discontent and easily spends more energy on the process than the results.

The basic elements of the parliamentary procedure can form the foundation for board decision making — some structure is clearly necessary — yet discussion and deliberation benefit from a more flexible approach. The board chair is in a key position to make sure that all board members participate, all aspects of an issue are covered, and a general understanding of the outcomes is respected.



Social Media Guidelines

Source Material: <https://www.boardeffect.com/blog/nonprofit-board-social-media/>

Why social media?

Carolyn Appleton, a nonprofit executive, suggests sharing positive experiences online could be a powerful tool for encouraging colleagues to support non-profits. Among a board member's key roles is to serve as an ambassador and advocate for the nonprofit organization. Sharing positive commentary via social media can amplify the nonprofit's online presence, helping to attract more attention and increase credibility of its mission. Furthermore, board members' online activity can support planned communications campaigns around events and diffuse any negative attention that might develop around the organization. Board members can be an organization's "greatest messengers," connected to potential influencers, donors, and expanded networks. **Implementing a social media strategy needs to be a shared – not delegated – effort.**

How to get your board on board:

Caroline Avakian, a nonprofit social media strategist, suggests framing the discussion around reaching programmatic goals — with social media as a means, not an end — in a world where stakeholders expect to find an online presence. Start board members with small steps, based on wherever they fall on the spectrum of social media use. Signing up for Google Alerts and Twitter (X) notifications can show the BOD that SHAPE America already is mentioned online and encourage them to join – and help to shape – the conversation.

Of course, Facebook isn't the only easy tool. Many board members already use LinkedIn, where they can connect directly and indirectly with countless acquaintances and business contacts without defining them as "friends". We want to tap into our higher-ed and 'professional' audience on LinkedIn. The BOD is uniquely positioned to do this.

For Board Members:

Twitter (X) will give you the best real-time pulse of the community because the feed is constantly updating with content. Follow members, people in the community, influencers, etc. No matter the time of day, conversations on Twitter (X) are happening! Here are some tips

1. Follow your state affiliate organization
2. Include a headshot/picture on your Twitter account
3. Engage in conversation including on Twitter Chats!
4. Share & Like your state affiliate organization's content
5. Generally keep your comments and posts positive in nature
6. Have fun and be yourself!

Consider working with your board to determine who will send out reminders for you to be engaged around some over more important times of the year (state conference, Speak Out! Day, May Week, Back to School, etc.). These reminders and guidelines could include sample



messages, when to post, important info, etc. As a representative of your state affiliate organization, it is important you are present and attentive to important conversations that happen across social media platforms.

Facebook is the largest social media platform and the platform where quite a bit of HPE news is shared. SHAPE America's strategy on Facebook is to share newsworthy articles and to sprinkle some of our content in from time-to-time. As a board, consider what your state affiliate organization's strategy should be. Here are some tips:

1. Like your state affiliate organization on Facebook
2. Include a headshot/picture on your Facebook account
3. Read the articles we post and gauge the reaction to them by the community
4. Like/Share/Comment on your state affiliate organization's content when it strikes you
5. Keep comments and posts positive in nature, especially when you are speaking as an official representative of your state affiliate organization
6. Have fun and be yourself!

LinkedIn has positioned itself as an appealing networking tool for nonprofit board members. [LinkedIn](#) offers the following tips for board members on LinkedIn (can be used on other platforms as necessary especially Exchange!):

1. Add a profile photo – makes you 7x more likely to be viewed.
2. Add skills and expertise related to board service.
3. Update your summary to reflect your passion for your organization.
4. Add pictures, videos, presentations from the nonprofit to Experience section.
5. Add your nonprofit to Volunteer Experience & Causes section.
6. Follow your nonprofit on LinkedIn.
7. Connect with each other and staff members.
8. Share Status Updates about your organization.
9. Follow Social Impact Channel to find content.
10. Follow Influencers to get insights.
11. Clearly, we're all riding the wave toward smooth sailing in social media.



SHAPE America State Affiliates Directory

(Please note that emails are not provided in this directory, per SHAPE America's privacy policy. But if you would like to be connected to any state affiliate listed here, please reach out to Stephanie Morris at smorris@shapeamerica.org. Additionally, a more up-to-date directory listing may also be found online at <https://airtable.com/shrYXLHBbyRnulsJ6/tblARGtEYGze7Lw2M>.)

STATE	AFFILIATE	URL	ED - LAST NAME	FIRST NAME
Alabama	ASAPERD	https://www.asahperd.org	Hester	Donna J.
Alaska	SHAPE Alaska	http://www.shapealaska.com/	Orr	Dorothy
Arizona	AZHPE	https://www.azhpe.org/	Houston	Jennifer
Arkansas	ArkAPERD	http://arkahperd.com/		
California	CAAPERD	https://www.cahperd.org/	Powell	Brent
Colorado	SHAPE Colorado	http://www.shapeco.org/	Nemione	Mary Lou
Connecticut	CTAPERD	https://ctahperd.org/	Manfredi	Ed
Delaware	SHAPE Delaware	https://shapedelaware.org/	Shorter	Angela
Delaware	SHAPE Delaware	https://shapedelaware.org/	Martin	Bob
District of Columbia	n/a	n/a	Kenyon	Miriam
Florida	SHAPE Florida	http://shapefla.org/	Stern	Eric
Georgia	GAAPERD	https://www.gahperd.org/	Thompson	Kim
Hawaii	HAAPERD	http://www.hahperd.org/	Perry	Barbara
Idaho	SHAPE Idaho	https://shapeidaho.wildapricot.org/	Bachman	Heather
Illinois	IAAPERD	http://www.iahperd.org/	Wheeler	Kim
Indiana	Indiana SHAPE	http://www.indianashape.org/	Hanley	Tom
Iowa	IAAPERD	http://www.iowaahperd.org/	Smith	Jenny
Iowa	IAAPERD	http://www.iowaahperd.org/	Klafke	Stephanie
Kansas	KAAPERD	http://kahperd.org/	Murfay	Ken
Kentucky	KYSHAPE	https://kyshape.org/	Sparks	Jamie
Louisiana	LAAPERD	http://lahperd.org/	Williamson	Lynn
Maine	Maine APHERD	https://maineahperd.org/	Smith	Deb
Maryland	MAAPERD	http://www.mahperd.org/	Griffith	Brian
Michigan	SHAPE Michigan	http://www.shapemichigan.org/	Berkey	Deb
Minnesota	MNSHAPE	http://www.mnshape.org	McCollom	Megan
Mississippi	MAAPERD	https://www.msahperd.org/	Prior	Laura
Missouri	MOAPERD	https://moahperd.org/	Symmonds	Matt
Montana	SHAPE Montana	http://www.shapemt.com/	Hageman	Reg

Nebraska	SHAPE Nebraska	http://www.shapenebraska.org/	Morse	Wyatt
Nevada	SHAPE Nevada	https://www.shapenv.com/	Shepherd	Kimberly
New Hampshire	NHAHPERD	https://www.nhahperd.org/	Brooks	Jarrold
New Jersey	SHAPE NJ	http://www.njahperd.org/	Ciotto	Carol
New Mexico	SHAPE New Mexico	http://shapenewmexico.org	Paulls-Neal	Ann
New York	NYS AHPERD	https://www.nysahperd.org/	Syneki	Jessica
North Carolina	NCAHPERD-SM	http://www.ncaahperd-sm.org/	Kamiya	Artie
North Dakota	NDAHPERD	https://www.ndshape.org/	Heuer	Amy
Ohio	OAHPERD	https://ohahperd.site-ym.com/	Kirr	Lisa
Oklahoma	OAHPERD	http://oahperd.org/	Loucks	Lauren
Oregon	SHAPE Oregon	https://oregonshape.org/	Converse	Linda
Pennsylvania	PSAHPERD	https://www.psahperd.org/	Brahler	Dawn
Puerto Rico	n/a	n/a		
Rhode Island	RIAHPERD	http://riahperd.org/	Moffitt	Catherine
South Carolina	SCAHPERD	https://scahperd.org/	Kirby	Kym
South Dakota	SHAPE SD	http://www.shapesd.org/	Nelson	Tracy
Tennessee	TAHPERD	http://www.tahperd.us/	Layne	Todd
Texas	TAHPERD	https://www.tahperd.org/web/	Naylor	Rachel
Utah	UAHPERD	https://uahperd.weebly.com/		
Vermont	SHAPE Vermont	http://www.shapevt.org/	Pleban	Lisa Anne
Virgin Islands	n/a	n/a		
Virginia	VAHPERD	https://www.vahperd.org/	McKeown	Maria
Washington	SHAPE Washington	http://www.shapewa.org	Farrar	Terri
West Virginia	SHAPE WVA	https://www.shapewv.org/	Miller	Cozetta
Wisconsin	WHPE	http://whpe.us/	Kroening	Penny
Wyoming	Wyoming AHPERD	http://www.wyomingahperd.com	Stephenson	Deb