

**PSAYDN**  
**STEERING COMMITTEE**  
**GOVERNANCE GUIDELINES**  
Adopted December 7, 2010

**Section 1. Mission**

The mission of the Pennsylvania Statewide Afterschool/Youth Development Network (PSAYDN) is to promote high-quality out-of-school time youth development programs through advocacy and capacity building to enhance the welfare of Pennsylvania's children, youth, and families. This work is accomplished by:

- Connecting stakeholders with strong local and state leaders to increase awareness and build support for affordable, quality afterschool programs.
- Creating opportunities for collaboration to ensure that afterschool programs have the resources they need to develop, grow and be sustained at the highest level of quality.
- Changing lives by helping Pennsylvania afterschool programs stay focused on high quality programs.

It is through these systemic efforts that PSAYDN will continue its progress toward the long-term goal of providing intentional and meaningful bridges between leaders of schools, communities and families in order to better support student learning imbedded in youth development principles and lifelong learning opportunities.

**Section 2. Structure**

**Sub-Section 2.1 Steering Committee**

**Purpose and Responsibilities**

The Steering Committee of PSAYDN is, responsible for leadership, policy direction, sustainability and oversight of committees and staff working to achieve PSAYDN's objectives. The Steering Committee does not have formal authority and cannot issue program or administrative directives which must be followed.

**Membership**

The Steering Committee shall consist of no less than 15 and no more than 20 members. Steering Committee members shall represent public and private agencies playing a leadership role in the afterschool field in Pennsylvania. This includes statewide and other large networks of programs, professional associations, advocates, funders, regulators and training and technical assistance providers. PSAYDN will strive for a balanced Steering Committee membership that is geographically and demographically diverse, including stakeholders and sectors involved in afterschool statewide. Member agencies may be represented on the Steering Committee by one or more senior staff with sufficient authority to make policy recommendations on behalf of the member agency. New members shall complement current member expertise, and the goals and direction of the Steering Committee.

Steering Committee members should have one or more of these attributes:

- Academic and/or research experience
- Afterschool program content knowledge and/or experience
- Expertise or experience with program sustainability
- Knowledge and expertise working with educational/community based organizations
- Marketing/Fundraising expertise
- Non-Profit or other statewide Steering Committee experience
- Political or Advocacy expertise
- Strategic partnerships and network contacts
- Professional or Workforce Development expertise
- Legal expertise

Each member must submit a signed Network Partner Form indicating the primary agency staff contact and the ways in which the agency will contribute to PSAYDN.

### **Nominating or Selection Process**

Names of individuals nominated for appointment to the Steering Committee should be submitted for consideration by current Steering Committee members, ex-officio members, or by the said individual. Those individuals nominating persons (or oneself) for appointment to the Steering Committee shall complete and submit a Steering Committee nomination form and attach a copy of the nominee's resume. The nomination form includes a statement of intent/interest detailing why the individual would be a good candidate for inclusion on the Steering Committee and a list of the candidate's skills and attributes. Candidates to the Steering Committee should have experience and/or knowledge with afterschool programs and/or related areas – see suggested attributes above. Nomination information on potential candidates will be submitted to the Leadership Development Subcommittee. Candidates with appropriate experience will be interviewed by the Leadership Development Subcommittee and forwarded to the Steering Committee for approval.

### **Terms**

Terms of office shall align with PSAYDN's fiscal year – October 1st to September 30th. Steering Committee members shall serve a three-year term with the option to renew for additional terms. Each member must submit a signed Network Partner Form indicating the primary agency staff contact and the ways in which the agency will contribute to PSAYDN.

### **Resignation**

Should a primary staff representative change positions or leave the agency during the membership term, that representative is responsible for notifying PSAYDN in writing and identifying a replacement contact to represent the agency. The position can be filled for the duration of the term through Steering Executive Subcommittee appointment, upon approval of the Steering Committee. If a Steering Committee member is unable to fulfill his or her responsibilities as a Steering Committee member and does not resign, then the Steering Executive Subcommittee, after inquiry, shall ask the member to resign his or her appointment. Prior to action being taken, the Steering Executive Subcommittee will discuss with the fiscal agent intent to ask the member to step-down.

## **Steering Chair and Vice Chair**

To initiate the governance process the current Steering Committee will elect by majority vote a Chair and Vice Chair of the newly constituted Steering Committee. The Chair and Vice Chair shall serve three (3) year renewable terms consistent with general Steering Committee membership terms. All nominees must be active Network members.

## **Meetings**

The Steering Committee will meet at least quarterly each year. Regular participation in Steering Committee meetings is the minimum criterion to maintain agency membership on the Steering Committee. All members are expected to attend at least three (3) meetings annually and attend meetings in person to the greatest extent possible. PSAYDN will endeavor to make conference call participation available at each meeting for members who may occasionally not be able to travel.

## **Steering Committee Member Responsibilities**

PSAYDN has established the following criteria for members who agree to serve on the Steering Committee:

- Regularly attend Steering Committee meetings (3 minimum per year), with no provision for substitution at a scheduled Steering Committee meeting.
- Stay informed about Steering Committee matters, prepare well for meetings, and review and comment on minutes, reports and related program practices.
- Interact with other Steering Committee members and build a collegial working relationship that contributes to consensus.
- Volunteer for and willingly accept Steering Committee and subcommittee assignments, and complete assignments thoroughly and on time.
- Actively take part in the Steering Committee's strategic planning efforts.
- Become a liaison/voice to local, state and federal constituents at it relates to the mission and vision of PSAYDN programs.
- Participate in grant review processes.
- Attend local and/or state PSAYDN meetings, conferences and professional development opportunities.

## **Decision-Making Procedures**

PSAYDN's preferred method of decision-making is consensus. Decisions on programmatic issues should be brought to the Steering Committee for discussion, with prior review and recommendations formed by Subcommittees or staff as appropriate. On the rare occasion when consensus cannot be reached should be referred to the Executive Committee for clarification, discussion and/or final resolution.

## **Sub-Section 2. Subcommittees**

The Steering Committee may establish subcommittees to carry out work in designated areas. All committees are responsible to and governed by the full Steering Committee. Subcommittees may include standing committees responsible for guiding ongoing work towards PSAYDN's objectives, and ad-hoc committees established to accomplish specific projects or tasks. Current standing subcommittees include:

### **Steering Executive Subcommittee**

#### **Purpose**

The Steering Executive Subcommittee shall be empowered to represent the Steering Committee and make time sensitive decisions on their behalf. The Steering Executive Committee is responsible for reviewing the strategic plan, setting appropriate priorities, delegating tasks, and reviewing fiscal reports.

### **Sustainability Subcommittee**

#### **Purpose**

The purpose of the Sustainability Subcommittee is to foster the development of partnerships with stakeholder groups, as well as oversee the sustainability of the PSAYDN and Statewide afterschool programs by seeking opportunities to braid existing public funds, identify new funding sources, and build relationships in the public and private sectors.

### **The Policy and Communications Subcommittee**

#### **Purpose**

The Policy and Communications Subcommittee provides a forum for PSAYDN's public and private partners to develop and pursue a shared agenda for policy reform at the state level to increase the quality and availability of afterschool programs. The Policy and Communications Subcommittee develops policy and funding initiatives in support of children, focused on afterschool and youth development activities, in partnership with the Network director and appropriate leaders at the federal, state and community level. The subcommittee also supports the development and implementation of communications strategies designed to solicit broad-based support among Network constituents for afterschool and youth development programs and initiatives. The communications plan is designed to articulate the return on investment to potential funders and gain the support of local stakeholders, as well as raise the awareness of the general public.

## **The Quality Subcommittee**

### **Purpose**

The Quality Subcommittee promotes the adoption of a common Statement of Quality and the development of capacity-building, assessment, and evaluation tools linked to the Statement of Quality. The Quality Subcommittee provides support to define a statewide quality framework for afterschool and youth development programs and workers. This involves identifying and building consensus around a set of core quality principles necessary to all child-serving programs, without limiting flexibility and adaptability required for variances in student ages, interests, and program approaches.

## **The Leadership and Membership Development Subcommittee**

### **Purpose**

The Leadership and Membership Development Subcommittee is charged with identifying and nominating individuals for the Steering Committee and subcommittees, as well as Steering Committee and subcommittee chairs and vice chairs. The Leadership and Membership Development Subcommittee is responsible for the recruitment and orientation of new committee or subcommittee members, and planning annual membership meeting or activities that help keep members active, informed and engaged.

## **Sub-Section 2.3 Subcommittee Operations**

### **Subcommittee Membership**

Members of the Steering Committee are expected to participate in at least one subcommittee on an on-going basis. Excluding the Steering Executive Subcommittee, subcommittee members may also include representatives of other organizations in the afterschool field who bring relevant expertise and interest to the committee.

## **The Steering Executive Subcommittee Structure and Meetings**

The Steering Executive Subcommittee is led by the Steering Committee Chair and Vice Chair and comprises a total of 7-9 members including the Chair or Vice Chair from each of the four standing subcommittees (Policy, Sustainability, Quality, and Leadership and Membership). If the Subcommittee Chair and Vice Chair are unwilling or unable to serve on the Steering Executive Subcommittee, another Steering Committee member from the Subcommittee will be chosen by the Steering Committee with consideration given to nominations from the Leadership and Membership Development Subcommittee. The Steering Executive Subcommittee will meet monthly or as needed by conference call, or in person at the discretion of the Chair or Vice Chair.

## **Vacancies for the Steering Executive Subcommittee**

Vacant positions for the Steering Executive Subcommittee will be filled by soliciting nominations from the full Steering Committee and subcommittees. Such nominations will be approved by the Steering Subcommittee.

### **Structure and Meetings for the Sustainability, Quality, Policy and Communications, and Leadership and Membership Development Subcommittees**

The Sustainability, Quality, Policy and Communications, and the Leadership and Membership Development Subcommittees will be led by a Chair and Vice Chair from a public or private agency; 3-4 Steering Committee Members; and additional non-Steering Committee members. The Sustainability, Quality, Policy and Communications, and the Leadership and Membership Development Subcommittees will meet at a minimum on a quarterly basis.

### **Vacancies for Sustainability, Policy and Communications, Quality and Leadership and Membership Development Subcommittee**

Vacant positions for the Sustainability, Policy and Communications, Quality and Leadership and Membership Development Subcommittees will be filled by the Leadership and Membership Development Committee by soliciting nominations from the full Steering Committee, subcommittees and Network members. The Leadership and Membership Development Subcommittee will interview the candidates and recommend appropriate candidates to the Steering Executive Subcommittee for approval.

### **Subcommittee Chairs and Vice Chairs**

All PSAYDN Subcommittees will be led by a Chair and Vice Chair. Subcommittee Chairs have oversight responsibility for defining and completing the identified subcommittee projects and tasks, and must be a Steering Committee member. The Chair and Vice Chairs are responsible, with the support of PSAYDN staff, for setting the schedule and agenda for all subcommittee meetings. The Chair and Vice Chair must be a member of the PSAYDN Steering Committee member agencies. In identifying a Chair and Vice Chair, PSAYDN will strive to ensure representation of the diverse geographical areas, demographical features and stakeholders of Pennsylvania. The Chair and Vice Chair should be committed to the subcommittee's issue area and have demonstrated, related experience. The Chair and Vice Chair will serve two (2) year, renewable terms. The Chair and Vice Chair terms shall be staggered to enhance continuity and information flow from year to year.

### **Meeting Locations and Notice**

Standing subcommittees (with the exception of the Steering Executive Subcommittee) will meet quarterly on a schedule designated by the subcommittee's Chairs and Vice Chairs with approval of committee members. With member approval, subcommittees may also meet more frequently as needed to pursue their objectives. All subcommittee meetings will be held, to the greatest extent possible, in locations that are accessible to a majority of committee members and have conference call capability. Subcommittees are encouraged to hold meetings throughout the state.

## **Sub-Section 2.4 Ad-Hoc Subcommittees and Working Groups**

The Steering Committee or regular standing subcommittees may create ad-hoc committees or working groups to carry out specific projects or tasks. Membership of such committees or working groups will be comprised of PSAYDN Steering Committee member agency representatives and others with expertise relevant to the specific project or task consistent with the Committee Membership guidelines in Sub-Section 3.2. Ad-Hoc committees and working groups can be formed at any time and dissolved when the relevant project or task is complete or upon a Steering Committee decision to discontinue the line of work.

## **Section 3. Fiscal Management**

The CSC-CSIU is the fiscal agent for PSAYDN, serving as the employer of all PSAYDN employees and fiscal conduit for PSAYDN revenues. PSAYDN fiscal and programmatic activities are governed by CSIU policy or regulation.

### **Compensation**

Steering Committee members receive no compensation for their participation on the Steering Committee or its related activities/functions. Steering Committee members do qualify for reimbursement for lodging, meals and travel costs incurred when serving as a Steering Committee member.

Steering Committee members may qualify for reimbursement for lodging if traveling over 50 miles one way or with exception, pre-approved by the fiscal agent for PSAYDN, and meals and travel costs incurred when serving as a Steering Committee member. The travel reimbursement rate is the IRS rate allowable for federal income tax purposes and meals and travel costs shall be at Central Susquehanna Intermediate Unit Board approved rate.

## **Section 4. Communications**

### **Meeting Schedule and Agendas**

For regular quarterly meetings of standing committees, meeting dates will be scheduled and announced at least 8 weeks in advance. Meeting reminder notices, agendas and materials will be distributed by email one week prior. Email messages from PSAYDN staff or committee Chairs will serve as official notice of committee schedules and communications. The Executive Steering Subcommittee agenda will be distributed to all Steering Committee members prior to each regularly scheduled meeting.

### **Meeting Minutes**

Minutes will be taken of all standing committee meetings. Minutes will be distributed by PSAYDN staff one week after the meeting, and committee members will have an opportunity to comment on minutes for meetings which they attended. Once minutes are approved, they will be kept on file in the PSAYDN office, in both electronic and print form, indefinitely. Meeting minutes and materials will also be posted to the PSAYDN website, on the Committee page.

## **Letters**

All letters signed on behalf of the PSAYDN Steering Committee will be submitted to the Steering Committee for approval prior to being sent out. If the issue is time sensitive, the PSAYDN Chair and Vice Chair are authorized to provide approval.

## **Administrative Support**

The Network Director will participate in all Steering Committee and standing subcommittee meetings. The PSAYDN staff will provide administrative support to each Committee and Subcommittee with scheduling meetings and logistics, meeting documents, and preparation of minutes.

## **Section 5. Procedure for Amending Governance Guidelines**

These Governance Guidelines can be amended at a meeting of the Steering Committee, at which a quorum is present, by a simple majority vote of the Steering Committee. The amendment(s) must be provided in writing for the Steering Committee's review.

## **Section 6. Timeline for Adoption and Implementation**

September 23, 2010 – Review presentation to the PSAYDN Retreat for comment.

September 28, 2010 – Send revised document for comment to the PSAYDN membership.

October 29, 2010 – Closing date for comments by PSAYDN membership

December 7, 2010 – Steering Committee Meeting final adoption. Election of Chair and Vice Chair.

December 7, 2010 – Governance procedures go into effect. Steering Committee Chairs, Vice-Chairs and Members terms will be recruited and appointed to positions. In the inauguration of this governance process, Committee members will have an extended term.

March 9, 2011 – PSAYDN Annual Meeting. All Chairs, Vice Chairs and Committee Members will be in place. Terms will be subsequent from annual meeting to annual meeting.

## PSAYDN Governance Organizational Chart

