



2017-19 NATIONAL PTA[®]

TRANSITION TOOLKIT

FOR STATE PRESIDENT-ELECT

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Transition Toolkit for State President-Elect

As you embark on this journey to sustain legacy of your state PTA, this **Transition Toolkit** and the *Templates and Samples* document contain resources to help you gain leadership knowledge and management skills as you transition into the role of president.

Nothing is more important to the continuity of your state PTA than working through a seamless and successful transition plan from one administration to the next. A successful transition sets the stage for the next team to become fully prepared in their role. This gives them the opportunity to assess the current system which they will be operating. This Toolkit provides tools and resources to enable the incoming officers to set a plan in motion immediately upon taking office. Communication is essential to both outgoing and incoming teams for continuity of leadership and programs, to ensure training and preparation. This allows incoming officers to better understand the responsibilities and challenges, gain confidence to assume leadership positions and be better prepared to develop viable PTA goals for the next administration. This Transition Toolkit begins its timeline as soon as you are elected. You may adapt the timeline to meet your needs. The first year of your term as President Elect is to become a student of learning about yourself, leadership and nonprofit management as well as understand PTA structure, strategic plan, programs, resources, documents and operations as well as how your state functions.

The second year of your term is to assess the association and board to identify challenges and successes which will help you develop plans that are ready to launch on the first day of your presidential term. During this second year, you may want to work more closely with the state PTA president and office staff to smooth your transition. This document also contains suggested reading and board resources, for you to share with your team.

This Transition Toolkit is a partner document to the *President's Guide* to National PTA, an online tool located on PTA.org. The *Templates and Samples* document contains assessments, policies and other tools for your use. National PTA recommends that current and incoming state PTA leaders network with other state PTAs, develop support mechanisms, and identify and share models and templates for state PTA work.

Mission: to make every child's potential a reality by engaging and empowering families and communities to advocate for all children.

Transition Timeline and Blueprint

Upon Election as President Elect:

- Register for the Back to School Kit on the PTA website and subscribe to all National PTA e-newsletters.
- Sign up for State President/President Elect LinkedIn upon receipt of invitation
- Once you have been identified in the database, you will receive the PTA Leadership Briefing
 - Begin to Develop a Personal Leadership Development Plan (strategy #1)
 - Begin to Develop a Strategic Leadership Development Plan (strategy #2)

In the First Year as President Elect: Creating the Foundation:

- Research your state's nonprofit corporation laws
- Review and share the basic fiduciary responsibilities. These can be found in the Templates and Samples document and in the President's and Board's section of the Back to School Kit.
- Set up a call with your National Service Representative (NSR)
- Set up a schedule with the state president for regular meetings
- Review all organizational documents in your PTA's permanent files and identify where each is located:
 - Bylaws, Articles of Incorporation
 - IRS Tax Exempt Letter of Determination
 - Past financial documents—990s and Reviews/Audits/Compilations
 - Past minutes for pending action items

Transition Timeline and Blueprint (continued)

- Review all operational documents on file
 - Standing Rules and/or Policies and Procedures
 - Job descriptions
 - Board orientation materials
- Learn National PTA's basic expectations of state PTAs on the PTA website:
 - President's Guide to National PTA and Toolkit
 - National PTA's Standards of Affiliation Policy (SOA) including its Memorandum of Understanding (MOU). This MOU has been signed by your state PTA.
 - Public Policy Agenda
 - Strategic Plan
 - Sign up for PTA Takes Action under the Advocacy Tab
- Review your state's demographic and educational data including graduation rates; Title I and other key areas
- Review your state PTA's legislative platform
- Establish an understanding of your PTA's financial practices and policies
 - Review 990 and audit—SOA requires these to be sent within 5 months after close of the fiscal year
 - Review the timeline for completing the 990 and performing audit/review/compilation
 - Review policies—Whistleblower, Conflict of Interest and code of ethics (Templates and Samples)
 - Establish an Understanding of Financial Policies and Practices (strategy #3)
- Review all significant equipment contracts, agreements and leases
- Review fundraising and sponsorship agreements and contracts
- Request courtesy seat on Personnel/Office and Finance committees
- Review your state's staff/employment laws

In the Second Year as President Elect:

- Examine your state PTA's plans and goals on Membership/Extension; Diversity; Communications; Marketing; Emergency Management and other plans in effect.
- Study your Strategic Plan for progress
- Review all grants and progress – ongoing and new initiatives impacting your term
- Review and update Policies
 - Communication including social media and email
 - Good standing requirements for local units/constituents—(IRS revocation/active/inactive)
- Meet with chief office staff member to discuss responsibilities, roles and processes
- Review staff employment documents; staff policies and procedures including evaluation review
- Review office and staff activities and responsibilities and staff job descriptions

Within 6 months of Taking office as President:

- Conduct a board assessment and a board self-assessment
[Begin to Assess the Needs of the Association \(Strategy #4\)](#)
- Schedule and plan a board retreat and orientation
- Plan for a strategic plan/goal setting event within weeks of election of other officers—conduct assessment of organizational risks and strengths
[Begin to do an Assessment of Program Effectiveness and Impact \(Strategy #5\)](#)
- Schedule meetings with external partners/ensure list of contact information
- Review media contact list and communications protocol
 - Emails; social media policies
 - Website updates
- Begin to establish expectations for officers/board members/staff—customer service/public relations
[Work with your board to adapt to New Leadership and Change Management \(Strategy #6\)](#)
- Begin to create state PTA calendar in coordination with National PTA's calendar including programs, events, and grant opportunities

Transition Timeline and Blueprint (continued)

- Identify who is responsible for entering or uploading membership, dues contact information to National PTA
- If your state PTA uses a database, learn how the system works
- Meet with state PTA staff to discuss expectations and chain of command

Within 1 month of taking office as President:

- Learn all passcodes to computers, security systems, and other devices
- Schedule SOA training with new board with your National Service Representative
- Change all bank account signatures
- Confer with current president regarding present and future programs
- Review professional services contracts—attorney, accountant and parliamentarian
- Review insurance information for state and locals
- Schedule a meeting with current president to go over pending items
- Review the President's Guide to PTA

Within 2 weeks of taking office as President:

- Schedule handing over the keys to the office and PTA phone/number

Congratulations!! You are now President:

- Prepare a press release to be sent to all contacts/partners with the announcement
- Update National PTA database
- Change officer and board information on social media and website
- Upload board changes to National PTA's database

Strategy #1 – Develop a Personal Leadership Development Plan

As you begin this leadership journey, realize that leadership development is an ongoing process and must be continually practiced. Leaders are not born, they are developed. We encourage you to develop your personal leadership skills, expand your knowledge in leadership, management and nonprofit skills. We offer a variety of resources to plan your journey below and in the Templates and Samples document.

Jacob Shriar’s blog on leadership in OfficeVibe, listed the following essential leadership skills:

- Self-awareness
- Trustworthiness
- Empathy
- Delegation
- Give and Receive Feedback
- Communication Skills
- Consistency

Here are some additional actions and resources to use in your leadership development plan.

Potential Actions to Take:

Learn what it means to be Self Aware and Emotionally Intelligent. A self-aware leader knows his values and understands his behavior. With this knowledge a leader is better equipped to make clear and timely decisions, be intentional in actions, and has a better understanding of their motivation. Take a self-awareness assessment online as well as a book resource to practice mindfulness.

Study effective leaders past and present. Jeff Haden created a list in Inc. Magazine of the top 50 experts in leadership and business.

Actively engage in exercises to help you learn and reflect about your personal leadership. There are several workbooks listed below to assist you with these activities.

Read a variety of materials. There is a list in the back of this Toolkit.

Practice new skills and seek feedback from trusted colleagues and friends. Feedback is useful to understand behavior patterns and outcomes.

Take courses. There are a variety of online courses and webinars offered. Massive Open Online Courses (MOOC) such as Coursera, offers a variety of leadership courses. Many online courses are free.

Resources:

<https://www.officevibe.com/blog/important-leadership-skills>

Self-Awareness information <http://www.skillsyouneed.com/ps/self-awareness.html>

“The top 50 leadership and management experts” by Jeff Haden
<http://www.inc.com/jeff-haden/the-top-50-leadership-and-management-experts-mon.html>

Tan, Chade-Meng. “Search Inside Yourself.” 2012

McKee, Annie, Richard Boyatzis and Frances Johnston. “Becoming a Resonant Leader.” 2008.

Massive Open Online Courses—[coursera.org](https://www.coursera.org)

Strategy #2 – Begin to Develop a Strategic Leadership Development Plan

Today's PTAs are often in short supply of leadership capacity and often struggle to find a successor when an officer leaves a position prior to the end of a term. As PTA leaders, our goal should be to build strong, effective boards with leaders who possess the necessary organizational skills to be relevant in the 21st century.

Strategic leadership development needs to be an ongoing process that identifies skills needed now and for the future. Several articles identify the following skills needed for 2020:

- Data analysis related to social impact and ways to communicate mission
- Strategic and critical thinking
- Technology skills
- Relationship building and team building
- Creativity and change management skills

The direction and goals outlined in your state's strategic plan ought to identify the leadership skills necessary to accomplish the goals.

Potential Questions to Ask

- Is your organization changing rapidly, or is it in need of a shake-up?
- What are the leadership gaps? Will the organization need an innovator? Technology skills? Communication expert?
- Who are the natural internal leaders in the organization and how can we nurture them?
- Will the organization need someone to lead it in a new direction or someone who will maintain the status quo?
- What values must our next leaders possess in order to lead the association?

Potential Actions to Take

- Understand the eligibility and board requirements to hold a position within your PTA's board of directors
- Understand the current workforce outlook/mentality
- Identify the roles of the board—governing vs administrative/managerial tasks vs visioning and future-thinking.
- Develop an emerging leaders plan

Resources:

National PTA— President's Guide to National PTA offers leadership materials

<http://www.oracle.com/us/media1/steps-effective-leadership-dev-1657106.pdf>

<http://www.forbes.com/sites/jackzenger/2016/09/22/opening-the-leadership-pipeline-3-vital-steps-you-should-be-taking-today/2/#77e4ef1665df>

<https://www.bridgespan.org/insights/library/leadership-development/plan-a-how-successful-nonprofits-develop-leaders>

Strategy #3 – Establish an Understanding of Financial Policies and Practices

As you create this foundation for the leadership role that you are about to assume, it is critical that you understand the all fiscal responsibilities of the non-profit and how to manage all mandates.

“Nonprofits have ethical and legal obligations for meeting their stated goals, often relying on financial planning to attain those objectives. Creating financial plans based on different types of fundraising strategies, sound budgeting and ongoing fiscal management will help you keep your nonprofit in the black as you perform your organization’s work” —*Board Effect*.

Potential Questions to Ask

- What has been the status of financial viability for the association in the previous 2 -4 years?
- What is the fiscal year and when do financials need to be sent to National PTA for compliance with the Standards of Affiliation?
- Is there a plan to work on resource development, grants and non-dues revenue?

Potential Actions to Take

- Keep a copy of the SOA MOU handy, in order to assure compliance with National PTA
- Meet with the treasurer and the budget committee.
- Create a position to explore grant and other potential income opportunities

Resources:

<http://yourbusiness.azcentral.com/examples-financial-plans-notforprofit-organizations-27895.html>

<http://www.vscpa.com/Content/Files/vscpa/Documents/2011/Budgeting.pdf>

<http://www.nonprofitaccountingbasics.org/reporting-operations/budgeting-financial-planning>

National PTA Back to School Kit (PTAKit.org)

Strategy # 4 – Assess the Needs of the Association

Assessments are important to an association to gauge where the association is headed and how it is performing. Assessments can be beneficial to the association, board and individual if done effectively. Assessments can evaluate a variety of topics—ranging from board performance and goal accountability to team work and communication.

Various types of assessments available to use:

- **Organizational Assessment**—Assesses the association as a whole in terms of external environment, organizational motivation, organizational capacity and social impact.
- **Board Assessment**—Measures the collective performance of the board
- **Board Self-Assessment**—Assesses the individual board member

Potential Actions to Take

Prior to embarking on an assessment, you will want to answer a few questions:

- What does the board hope to achieve in an assessment? Have clear objectives and purposes.
- Who will be assessed? The board and/or the individual?
- What will be evaluated? Identify the information/topics for evaluation.
- How will the evaluation be administered and who will compile the information? Will your choice of method or facilitator seem biased or politically motivated? Will you use an online tool or have an outside source conduct an assessment?
- What will you do with the information and how will you plan to make change?
- Do you have a board member who will be the contact person to manage expectations, provide feedback and maintain a regular schedule of assessments?

Resources:

Council of Nonprofits councilofnonprofits.org lists several links for a board to use

Free Management Help themanagementhelp.org also lists several links for assessments

Bridgespan Group bridgespan.org

BoardSource boardsource.org

Strategy #5 – Assessment of Program Effectiveness and Impact

Volunteer leaders want to work in areas where they see positive impact and productive use of their time and energy. Oftentimes, the board has firmly established programs that are rolled out strictly as a result of tradition without examining their usefulness and overall impact on membership.

Is there a logical method to address innovation and change? Are volunteers seeing benefit to those they are serving with these programs? How often should programs be evaluated and in what manner should the assessment take place?

Action Item: “Identify and document the outcomes, activities, and indicators to be evaluated, and assess the quantity and quality of the program’s achievements.” – Practical Assessment, Research and Evaluation

Potential Questions to Ask

- When was the last time we actually measured the benefit of programs to our members, and how?
- Are the programs we offer growing and sustaining the membership?
- Is this a method of assessing our overall value as a state board and association?
- How many members are taking advantage of the programs offered?
- What is our return on investment (ROI)? Is this a good use of our time, talent and dollars?

Potential Actions to Take

- Explore the time, energy and cost of programs offered
- Assure that all programming efforts fit the goals of the strategic plan of the association
- Utilize the appendix to the resource guide to obtain assessment tools.

Resources:

<http://pareonline.net/getvn.asp?v=9&n=8>

<http://www.socialsolutions.com/blog/three-keys-to-improving-your-program-effectiveness-evaluation/>

PTA.org/Programs (<http://www.pta.org/programs/>)

Strategy #6 – New Leadership and Change Management

As new leadership takes the helm, changes are inevitable, but not everyone can embrace change with enthusiasm. People need to change in order for the association to change, grow and thrive.

“Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved.

The focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current situation to the new one. The change in question could range from a simple process change, to major changes in policy or strategy needed if the organization is to achieve its potential.” – *Mind Tools*.

Potential Questions to Ask

- What is the culture of the board? Do they seem open to new ideas?
- How can relevancy be introduced as a catalyst for futuristic thinking and planning?
- How am I as a leader, able to influence the culture of the board?

Potential Actions to Take

- Present yourself as a leader who is open to listening and willing to assure the board’s investment in future thinking and planning.
- Review the demographics of the members you serve to assure that this new board will be addressing the issues that affect them.

Resources:

https://www.mindtools.com/pages/article/newPPM_87.htm Change Management, Making Organization Change Happen Effectively – Mind Tools Editorial Team

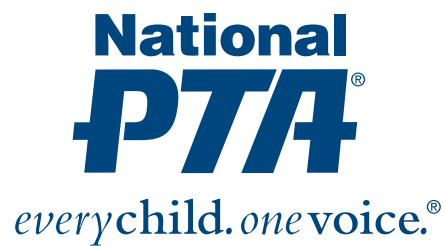
<http://www.nickols.us/change.htm> Change Management 101: A Primer – Fred Nickols 2012

<http://www.advantagepoint.com/articles/change/art7.html> Creating your future -Thomas W. McKee

<http://www.lynco.com/12prin.html> 12 principles for managing change – Lynda Rogerson

<http://www.mckinsey.com/global-themes/leadership/change-leader-change-thyself> Change leader, change thyself – McKinsey and Company

101 Ways to Create Real Family Engagement Steven M. Constantino, Ed.D. 2008



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