

Board Preparedness

Ready To Lead From Day 1



AUTHORS



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Chelsea Killam of Easy Tiger Insights.
www.easytigerinsights.com



Lowell Aplebaum, EdD, FASAE, CAE, CPF
CEO, Vista Cova

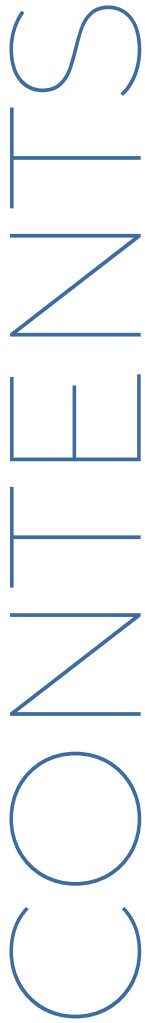
www.vistacova.com

lowell@vistacova.com

[linkedin.com/company/vista-cova/about](https://www.linkedin.com/company/vista-cova/about)

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ORIENTATION

In the dynamic realm of association governance, the composition of the boardroom is in constant flux—new members join, seasoned ones depart, and the collective entity that is the board renews itself cyclically.

This perpetual transformation brings forth not just challenges but also rich opportunities for organizational growth and strategic development. With each changing term, there emerges a renewed potential for associations to harness the varied experiences and insights that new directors bring to the table. However, this potential can only be realized through deliberate and strategic board member preparation—hence the critical nature of board orientation and development.

In our last report on [Strategic Frameworks](#), we acknowledged that the pace of change in the nonprofit sector has accelerated, deepening the complexities of governance. Because of this, associations are increasingly recognizing that the orientation process is a strategic enabler, one to equip new directors with not just logistical information but a profound understanding of the organization’s mission, strategic priorities, and their role in steering the association towards its vision.

This thought leadership paper delves into the innovative strategies and practices associations are implementing to prepare their boards for effective governance. It is a distillation of insights gathered from in-depth interviews with 35 association leaders who have been navigating these waters, each with a unique approach to preparing their board members for service.

The necessity for a comprehensive, anticipatory approach to board orientation is clear. These associations do not simply react to the arrival of new members; they proactively cultivate them, ensuring the transition into board service is seamless and every director's tenure begins with confidence and clarity.

Through a lens of appreciative inquiry, this report will explore various facets of board preparedness—from pre-orientation engagement practices to the continuous development of board members once they are in their roles. The findings herein are not prescriptive but rather illustrative, offering a range of possibilities and adaptable practices which can be tailored to the unique context of any association.

As we embark on this exploration, we invite you to consider the practices that will best serve your association and its mission. Whether you are establishing an orientation process for the first time, refining an existing one, or seeking to invigorate your board's strategic function, the insights shared in this paper are intended to inform, inspire, and guide you towards a model of board preparedness as robust as it is resilient.

In the following pages, we will outline the pillars of effective board orientation, examine the role of ongoing development, and ultimately propose a framework for associations to ensure that their boards are prepared for the present and are primed to envision and shape the future. Welcome to a new paradigm of board preparedness, where the journey of a board member is as transformative for the individual as it is for the association they serve.



LAYING THE GROUNDWORK

While most board preparation strategies commence with a new member orientation around the start of the term, the cultivation of effective board members can begin well before the first meeting is called to order.

Engaging potential leaders during the nomination and election phases – or even earlier – can provide them with a foundational understanding of their roles, board processes, the organization's mission, and its strategic framework. This early engagement ensures that new members are actively assimilating the essential knowledge they need to hit the ground running, and are well-equipped to make a decision about the commitment necessary to serve as a leader. Some such opportunities include:

Leadership Pipeline Development. Councils and committees are a proving ground for future leaders and a great place to begin seeding effective governance practices. Other forums, like The Bay Area Apartment Association's Leadership Lyceum, can serve as incubators for future leaders, instilling in them the principles of good governance and acquainting them with the association's culture and strategic imperatives.



The **Bay Area Apartment Association** hosts a Leadership Lyceum in which participants run through mock board meetings and review financial statements. As the program matures, BAAA expects that most – if not all – board members will graduate out of the Lyceum.

The Nominations Process as a Learning Opportunity. The nominations process presents an opportunity for potential board members to familiarize themselves with the responsibilities and expectations of their roles. Providing preemptive resources, like the Association Forum's leadership FAQ (see appendix), not only helps answer common questions but also aligns nominees' expectations with the realities of board service.

Shadowing and Observational Learning. Shadowing current board members allows incoming directors to observe governance in action. This practice lets new members witness decision-making processes and participate in discussions, in a non-voting capacity, before their term starts. This hands-on experience demystifies the workings and culture of the board they're about to join, and reduces the learning curve associated with governance roles.

These strategies culminate in several tangible benefits:



Enhanced Director Preparedness

Early engagement ensures that new board members have a head start in understanding the serious and important role they play in the organization's governance.



Alignment with Organizational Culture

Familiarity with the organization's history, milestones, and culture promotes a stronger sense of belonging and commitment.



Strategic Advantage

When board members begin their term with a foundational understanding of the association's strategic direction, they are better positioned to contribute to its realization.

PREPARING NEW MEMBERS

The transition from prospective board member to active contributor is a critical phase in the lifecycle of association governance.

A comprehensive orientation serves as the linchpin for this transition, equipping directors with the functional and strategic knowledge necessary to lead. In this section, we explore the elements constituting a thorough orientation for new board members, ensuring they are fully prepared for the responsibilities ahead.

LOGISTICS

The logistics and execution of the orientation process are as important as the content itself, and several factors may influence your approach. Orientation practices range from a series of individual phone calls to a robust weeks-long agenda with several touch points. The most common orientation process, however, consists of a one- to two-hour virtual meeting hosted by the CEO and incoming president to cover core topics like meeting schedule, engagement expectations, and fiduciary accountability.

Regardless of the overarching framework, many of the CEOs we spoke with emphasize the importance of flexibility in the orientation approach and consider the following factors each year as they finalize their agenda:



The **American Speech-Language-Hearing Association's** complex governance structure necessitates a more comprehensive approach to onboarding. New directors have eight touchpoints before the first meeting of the new term, starting with a welcoming email including links to recommended literature and wrapping up with one-on-one phone calls from the incoming president to answer any final questions. See ASHA's full orientation process in the appendix.

Number of New Board Members

If you only have one or two new directors, it may make sense to connect with them one-on-one for a personalized introduction to board service.

Upcoming Priorities

A new strategic plan or critical priorities for the upcoming term might necessitate a longer orientation to more thoroughly acquaint new directors to these focus areas.

Incoming President

Some leaders may have input on how they'd like orientation to be administered leading into their term.

Density of Content

Many of the leaders we spoke with lamented the “firehose” of content they’re asking their new directors to absorb, and some have begun to parse the orientation into a series of meetings, or – like the American Society for Pharmacology and Experimental Therapeutics’ example in the appendix – have introduced self-paced video content to cover some topics.

Inclusion and Accessibility

Ensure that your typical orientation format is inclusive and accessible to all participants. Prior to orientation, new board members should be invited to share any format preferences that would increase accessibility.

Observations and Feedback

Each cycle of orientation practices should include an element of director observation and feedback, the results of which can be incorporated into an improved future cycle.

The logistics and execution of board orientation play a critical role in ensuring new members are effectively integrated into the board and are prepared to fulfill their roles. By carefully planning and delivering a comprehensive and engaging orientation program, associations can lay the groundwork for a successful and productive board tenure.

CONTENT

While there is a core set of universally relevant topics, effective orientation is not a one-size-fits-all proposition. Associations must tailor their orientation sessions to address the specific needs of their organization and the unique composition of the incoming board both as a cohort and as individuals. The Orientation Topic Checklist on the following page acts as a flexible guide, which can be adapted year-to-year based on evolving strategic priorities and the feedback loop from previous orientations.

The ultimate goal of orientation is to foster a board familiar with the nuts and bolts of the organization and one that is confident and competent in its governance role. Through comprehensive orientation, new board members should feel equipped to participate actively in discussions from day one, advance relationships with their peers, and fully embrace their commitment to the association's mission.



ORIENTATION TOPIC CHECKLIST

The list below is a guide to the myriad topics that a new board member should be acquainted with. This includes but is not limited to:

- ✓ **Nonprofit Governance Fundamentals:** Fiduciary responsibilities, legal accountability, anti-trust policies, and ethical guidelines.
- ✓ **Historical Perspective:** A deep dive into the association's history, milestones, and current state (e.g., retention and engagement rates).
- ✓ **Programs, Products, & Services:** An extensive outline of the work of the association and its impact on mission, value, and finance to further inform resource investment and divestment decisions of the leadership.
- ✓ **Administrative Processes:** The operational aspects of board service, such as expense reimbursement procedures, document portal navigation, and meeting logistics.
- ✓ **Cultural Integration:** Introductions to other directors, discussions on communication norms, and an exploration of the association's and the board's culture and values.
- ✓ **Public Relations:** Ensuring clarity on the association's public image, media relations policies, and the role of the board in shaping and upholding both.
- ✓ **Financial Summary:** A review of statements, balance sheets, investments, audit results, etc. – many associations also build in financial literacy training.
- ✓ **Strategic Priorities:** An overview of the strategic framework guiding the organization in what it is trying to accomplish, highlighting decisions the Board may have to make.
- ✓ **Operating Environment:** A discussion of key industry and market trends, relevant legislation, advocacy positions, and other external factors impacting the association.
- ✓ **Organizational Structure:** Introduction to key staff and departments, committee structure and leadership, and relationship with AMC (if applicable).
- ✓ **Engagement Expectations:** Including event attendance and philanthropy, and also covering their participation and contributions in board meetings.

OFFICER ONBOARDING

The onboarding of officers—most often Chair, Chair Elect, Treasurer, and Secretary—constitutes a vital aspect of board functionality, as these roles often form the Executive Committee, a group pivotal in steering the association’s strategic direction.

Many CEOs facilitate a specialized onboarding process for these key positions, ensuring they are equipped to fulfill their significant leadership and governance responsibilities. The onboarding process for officers should be tailored to the specific nuances and demands of each role:

Chair and Chair Elect

Focus on leadership skills, strategic visioning, and stakeholder engagement. Equip them with the tools to effectively lead board meetings, represent the association externally, and work closely with the CEO and other board members. Engage with them about their goals for the term aligning to organizational strategy, and lay the groundwork for a successful working relationship by establishing their preferences for communication, meeting cadence, etc.

Treasurer

Concentrate on financial stewardship, budget oversight, and financial reporting. Ensure they have a thorough understanding of the association’s financial policies, procedures, and systems. It is important to note the Treasurer is not the sole responsible fiscal party on the Board – their role aids the full Board in fulfilling their fiscal responsibilities.

Secretary

The traditional Secretary position has emphasized the importance of accurate record-keeping, compliance, and communication flow within the board and the broader organization. As communications have become digital and the legal risk of Board minute contents more pronounced the nature of this position has been shifting.



This onboarding is often a conversation between key staff, Board Chair, and the incoming officer, but some associations, like The **American Speech-Language-Hearing Association**, also facilitate a hand-off from the outgoing officer. The form they use for this can be found in the appendix.

ASAE's Exceptional Boards and CEO Symposium are favorite onboarding retreats of the executives interviewed in this report. While it's common to attend one of these programs with your new chair, some CEOs whose boards employ a leadership succession model among their officers will opt to take their Secretary or Treasurer instead, so that each member of their Executive Team has attended.

The effective onboarding of officers is crucial for the successful governance and leadership of the association. By providing role-specific training, mentoring, and ongoing support, associations can ensure their Executive Committee is well-prepared to lead, make informed decisions, and guide the organization towards its strategic objectives. This focused approach to onboarding officers underscores the association's commitment to strong leadership and governance excellence.



ENGAGING RETURNING BOARD MEMBERS

An association's strength lies in the fresh perspectives new board members bring and in the seasoned insight of its returning directors.

Often overlooked, engaging returning board members in the orientation and ongoing education process can fortify their commitment, enhance their governance capabilities, and create a more unified board.

INVOLVE EXPERIENCED BOARD MEMBERS IN NEW MEMBER ORIENTATION

Returning board members possess invaluable experience and organizational memory that can be leveraged to enhance the orientation of new directors. By integrating returning members into the orientation process, associations can leverage their experience to provide mentorship, share insights, and reinforce their own knowledge—creating a continuous loop of learning and improvement. Their participation can take various forms:

Mentorship and Buddy Systems. Pairing new members with veterans can provide guidance, clarify expectations, and offer a direct line for questions and advice.

Sharing Lessons Learned. In addition to a board mentor, some organizations will create a broader opportunity and encourage returning members to share their experiences, what they wish they had known, and insights they have gained can provide practical, real-world context to the formal orientation content. In cases where specific positions are transitioning to a new leader, the outgoing and incoming will meet for a more comprehensive transition.



Mission MSA assigns a Board Buddy to each new director. The Buddy is responsible for meeting with their assigned “newbie” once before the first meeting of the term, and then again after that meeting, providing a safe space to ask questions. Check out their Board Buddy outline in the appendix.

RETURNING DIRECTOR REFRESH SESSIONS

The concept of a 'refresh' session for returning members acknowledges learning and development are continuous processes. However, this is not commonly a dedicated effort and is often incorporated into existing touchpoints:

Annual Policy Review. Some associations use the annual review and approval of organizational policies as an opportunity for refresh and to help ensure returning members are up-to-date on governance and compliance issues.

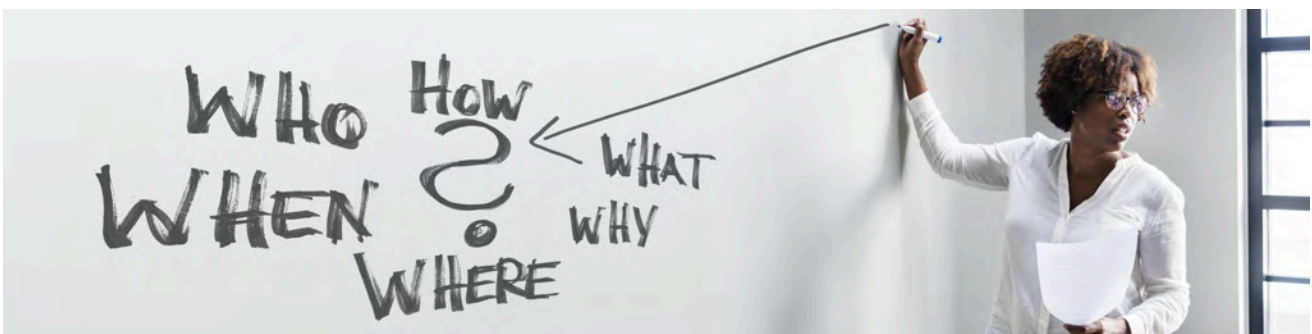
New Member Orientation. Inviting returning board members to attend new member orientation reacquaints them with the core tenants of good governance.

ANNUAL BOARD SELF-EVALUATION

In the process of engaging returning board members, the implementation of an annual board self-assessment serves as a valuable tool for continuous improvement and development. This self-assessment encourages board members to reflect on their contributions, identify areas for personal and collective growth, and align their future efforts with the strategic goals of the association.

The self-assessment can be structured to gauge various aspects of board performance, including understanding of and alignment with the association's mission, effectiveness in decision-making, communication dynamics, and individual contributions to board discussions and initiatives.

By integrating the findings from these assessments into the refresh process, associations can tailor their orientation and development programs to address specific needs identified by the board members. This approach ensures that the refresh sessions are not just a reiteration of what is already known but are instead focused on areas where returning members feel they need more development. This practice not only enhances the effectiveness of the board but also demonstrates a commitment to the personal and professional growth of each member, fostering a culture of continuous learning and adaptation.





Consider incorporating the expertise of an association research or governance consultant to develop a bespoke self-assessment tool tailored to your organization's needs. Maintaining consistency in the questions asked from one year to the next allows for meaningful longitudinal analysis, highlighting shifts and trends in board performance over time. A sample assessment used by the **NYS Funeral Directors' Association** can be found in the appendix.

For associations seeking broader context, utilizing established tools like BoardSource's Association Board Self-Assessment can offer invaluable insights by comparing your board's performance against industry benchmarks, thereby providing a clearer perspective on where your board stands in relation to peers in the sector.

FEEDBACK & ASSESSMENT

Effective feedback and evaluation mechanisms are crucial for refining the board orientation process and ensuring that it meets the evolving needs of new board members.

This section highlights the significance of collecting feedback and assessing the application of learned concepts in board settings, emphasizing constructive and engaging approaches.

The process of gathering feedback from board members post-orientation plays a pivotal role in gauging the effectiveness of the onboarding experience. While immediate feedback post-orientation is valuable, some associations find additional benefit in soliciting feedback after the first board meeting of the term. This approach allows members to apply what they've learned in a real-world context and provide more informed insights on the orientation process.

Utilize surveys, informal discussions, or one-on-one interviews to gather thoughts on various aspects of the orientation – its content, format, relevance, and any areas needing further clarification or emphasis. Questions should seek to understand how well-equipped members feel, the efficacy of different learning formats, and identify any remaining questions or areas of uncertainty.



There may also be value in assessing the effectiveness of your orientation process by measuring what information was and was not absorbed. While some may perceive evaluation of directors' attention and retention of orientation material as punitive, it can be conducted in a fun and informative manner.

Incorporating interactive and enjoyable activities like a Jeopardy-style game during or after orientation sessions can help assess retention in a non-threatening way. This approach makes the evaluation process enjoyable and can serve as a refreshing recap of the material covered. See the appendix for a sample Jeopardy game used by the American Society for Pharmacology and Experimental Therapeutics.

Such evaluations also provide valuable insights for the CEO and Chair into the areas where members are well-versed and those requiring further emphasis or repetition in future sessions.



Following each meeting, the Board Chair of the **Minnesota Multi Housing Association** facilitates a candid discussion among directors in the absence of the CEO, which fosters candor and open dialogue. Later, the Chair shares the main points of the discussion with the CEO, facilitating timely course-correction throughout the term, as well as informing potential updates to the subsequent year's orientation content.

1. Are you leaving the meeting confident in the overall performance of MHA?
1. Did you feel you had ample opportunity for input?
2. Would you change anything for future meetings?

ENHANCING COMMITMENT THROUGH PERSONALIZED ENGAGEMENT

A board's effectiveness is often a reflection of its members' commitment and investment in the association's success. Enhancing this commitment is not a matter of chance but the result of a strategic, personalized approach to board member engagement.

This section outlines how associations can deepen board commitment by tailoring the service experience to the needs and aspirations of each board member.

Board members come to the table with various motivations, from a desire to serve the community to seeking professional development or advancing their careers. Recognizing these driving factors is the first step towards personalized engagement.



Volunteer Service

For those driven by service, associations can highlight the impact of their contribution and provide opportunities to lead initiatives that resonate with their passions.

Professional/Personal Development

Members looking to grow skills may value mentorship opportunities, leadership training, or speaking engagements. They may also find value in leading committees outside of their expertise, which helps them learn new competencies.

Career Advancement

For those seeking career advancement, roles that increase visibility or influence within the industry can be particularly appealing. These may be ideal candidates for your leadership pipeline, as long as their desire for career growth is matched with a passion for the association's success.

Tailoring the board experience requires a nuanced understanding of each member's skills, experience, and what they hope to achieve through their service.

At the same time, many associations are embracing the model of a skills-based board, composed of members selected primarily for the specific expertise, competencies, and professional skills which directly contribute to the strategic and operational needs of the organization for the upcoming term. Intentionality in the recruiting process – including thoughtful and annually-updated job descriptions – ensures the organization's needs for that year will effectively optimize each directors' contributions.

Director applications are a great opportunity to learn about these skill sets and motivations, but several CEO's we interviewed also emphasized the importance and value of visiting each newly-seated board member to see their place of work and have a meal with the people close to them. Meaningfully investing in a relationship with each board member – getting to know them, their perspectives, their priorities – pays dividends throughout their term of service and for years beyond.

By aligning personalized engagement strategies with the association's strategic goals, board members can see a direct connection between their involvement and the organization's success. This alignment enhances their commitment to the association and its mission.

DEIA CONSIDERATIONS

Diversity, Equity, Inclusion, and Accessibility (DEIA) are more than just buzzwords; they are essential components of effective governance in today's associations.

Integrating these principles into the board selection and preparation process is crucial for building a board that truly represents and serves the diverse needs of the community. Below are a handful of approaches you may consider implementing:

Conduct a Language Audit

Ensure that all written recruitment and onboarding materials are inclusive and welcoming to individuals from diverse backgrounds by reviewing and revising recruitment and onboarding documents to remove jargon, culturally biased language, and other barriers that might discourage diverse candidates.

Offer Implicit Bias Training

Minimize bias in the selection process by providing comprehensive training on implicit bias for all members of the nominating committee, ensuring a more equitable selection of board candidates.

Offer Varied Content Formats

Accommodate different learning styles and preferences by developing orientation materials in various formats (videos, written documents, interactive sessions) to ensure all new board members can engage effectively with the content.

Choose Accessible Formats

Ensure all board members can fully participate in meetings and events by selecting meeting formats and venues that are physically accessible, offer virtual participation options, and provide necessary accommodations (like sign language interpreters or captioning services) as needed.

Consider Financial Barriers

Ensure board service is accessible to individuals regardless of economic background or funding source by considering policies like stipends, travel reimbursements, or childcare support to reduce financial barriers for board members.

Celebrate Differences

Recognize and appreciate the identities held by the members of your board by giving them an opportunity to define what is important to them.



The **American Geophysical Union** asks this question on their director application: “AGU embraces the global community and welcomes diverse leaders from around the world, representing various identities, voices, and perspectives. List any identities, voices, and perspectives you would bring, including but not limited to nationality, regional representations, racial and ethnic backgrounds, and any other identity you feel comfortable sharing.” It is not used in the selection process, but it enables a deeper understanding of their leaders upon appointment.

By adopting these strategies, associations can build boards that are diverse in composition, equitable in practice, inclusive in their approach, and accessible to all members of the community.

STRATEGIC VS. OPERATIONAL: COACHING THE BOARD

A common challenge for association boards is differentiating between strategic oversight and getting entangled in day-to-day operations.

Many CEOs spend substantial time coaching their boards on maintaining a strategic focus, ensuring they contribute effectively to the long-term vision and goals of the organization. In the case of board service, the distinction is:

Strategic Focus

The board's primary role is to set the organization's vision, establish key strategic goals, and provide oversight to ensure these goals are met. It involves thinking long-term and considering the broader implications of decisions.

Operational Involvement

Operational tasks, on the other hand, are about managing the day-to-day activities of the organization. These are typically the purview of the staff and management team.



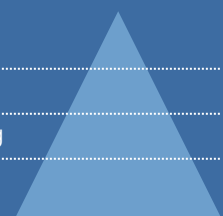
Lamaze International, which is AMC-managed, uses this simple graphic to visualize the staff's predominantly operational responsibilities and the board's exclusively strategic responsibilities.

BOARD OF DIRECTORS

PROFESSIONAL STAFF



strategic direction
strategic planning
operational planning
operations



To foster a strategic mindset, associations can:

Routinely Review Strategic Priorities

Keeping the organization's strategic framework central to Board discourse aligns directors with the overarching goals of the organization and can help prevent the pursuit of individual interests and pet projects. The Association of Technology Leaders In Independent Schools has found it especially valuable to show a timeline of progress toward strategic priorities - see their Strategic Update deck in the appendix of this report.

Conduct Workshops and Seminars

These can focus on topics like strategic planning, risk management, and industry trends, helping board members to understand their role in guiding the organization towards its strategic objectives.

Invite Expert Speakers

Bringing in external experts in nonprofit governance can provide board members with a broader perspective on effective strategic governance. It can also help to reinforce your message as staff leadership.

Role Playing and Scenario Planning

Engaging board members in role-playing exercises and scenario planning can be an effective way to illustrate the difference between strategic and operational thinking. These activities encourage members to think through complex situations from a governance perspective.



To really emphasize the future-focused nature of board leadership, the **Chicago REALTORS®** rebranded their annual leadership kick-off from a "Retreat" to an "Advance." "We call it an Advance because a past president of ours wanted us to think about it as moving forward instead of retreating backwards. It's been incorporated into our staff culture, as well - we have an annual Staff Advance."

INNOVATIVE LEARNING AND TEAM-BUILDING

Innovative learning and team-building activities play a crucial role in fostering a cohesive and effective board.

These activities enhance the board members' understanding of their roles and build trust and collaboration within the team, transforming a collection of individuals into a strategic unit capable of driving the association forward. Below are some ways associations have incorporated creative and engaging activities into their board development programs.

Camaraderie Building

Fun and interactive exercises can break down formal barriers, allowing board members to connect on a personal level and build stronger relationships. Ideas mentioned by the executives we spoke to included beer tasting, white-water rafter, and a murder-mystery dinner.

Scenario-Based Role Play

Helps board members practice decision-making and problem-solving in a risk-free environment. Offer a scenario they might encounter as a board or individual director and have them work in small groups to propose a response.



Strategic Visioning Workshops

Facilitate discussions where members envision the future of the association and map out strategies to achieve these goals. Although you do not want to change the direction of the organization with every board cycle, giving space to hear compelling, mission-focused visions of the future from all board voices does give early buy-in to leadership.

Collaboration Workshops

These activities can encourage members to work together, fostering teamwork and creative thinking. A fun example from the Chicago Association of Realtors involved teams designing a pizza, then creating and producing a mock marketing campaign to promote their design.

Strengths Assessments

Functional and fun, assessments like the Clifton StrengthsFinder by Gallup or the DiSC assessment helps directors learn how to work most effectively with each other, and can sometimes reveal critical gaps in the makeup of your board to guide future recruitment efforts. When these assessments are also done by staff there can be a deeper dynamic understanding between both cohorts.

Most executives engaging in these types of activities consider them to be valuable throughout the year; however, identifying opportunities early in the term can strengthen the performance of the board. These activities not only provide valuable learning experiences but also enhance the bonds between members, leading to a more collaborative board.



INTRODUCING A NEW FRAMEWORK FOR BOARD PREPAREDNESS

Although the act of preparing a Board often falls under a singular frame – Board Orientation – our work across hundreds of organizations has identified four distinct phases of this process. We call it the FOCUs Framework for Board Success.

FOUNDATION

ORIENTATION

CONFIRMATION

UNIFICATION

Using this four-phase approach, an organization can better align intention and design with what it is trying to accomplish each step of the way and, ultimately, create better prepared leaders.

The previous pages of this report summarized successful practices reported by over 35 association leaders. The next several pages build on that collective wisdom and outline the FOCUs Framework.

STEP 1: FOUNDATION BUILDING

Just because you do not know who will be slated, selected, or elected, does not mean the preparation to serve in a position of leadership needs to wait until the start of a term.

Many organizations look at the period of 'running for a position' as an opportunity to build a foundation of knowledge and provide those running with insight into the organization, how leadership functions, and to grow their fluency as a champion of the association. Even if all candidates will not, eventually, be selected, these baseline preparatory steps can still increase their leadership capacity and prepare them for a future volunteer opportunity. Some of the efforts in this stage include:

An In-Depth Review of the Vision, Mission, History, and Strategy of the Organization

This effort provides all candidates with a knowledge of what has led the organization to this moment, and may include key milestones outside the candidate's own experiences. In addition, the review of strategy is an opportunity to reinforce to leaders they should not run to advance personal platforms or pet projects but to align their experience and knowledge to what the organization is trying to achieve.

An In-Depth Review of the Governance Structure of the Organization

Even if the candidate is coming to this opportunity having previously served in another capacity, rare is the leader who can outline and explain the flow of governance as a whole. Since the board has ultimate responsibility over the governance of the organization, a better understanding of the structure, roles, and flow of governance is immediately applicable to service.

Board Values and Culture

The behavior expected of board members should be explicitly stated, shared, and agreed to by all candidates before their service begins. Having this pledge and commitment occur before an individual takes office ensures a clear understanding of what is expected of them in attitude and action and the repercussions if they do not behave accordingly.

Basic Overview of the Roles and Responsibilities of Board Members

In a similar vein to values and culture, every board member should understand the responsibilities they are agreeing to take on before they are chosen to serve. These range from fiduciary oversight to expectations of participation – or for those running for officer positions, what the specific expectations of the role will be.

Conflicts of Interest and Commitment to Fulfill Duties

Having reviewed the responsibilities and priorities of a board member, anyone running should confirm their service will not result in a conflict of interest. This should include written certification of their agreement to put the organization first and eschewing personal benefit from service. In addition, they should explicitly articulate agreement to fulfill their duties – especially the time-bound ones such as the number of meetings they are expected to attend, response time on virtual board actions, pre-meeting preparatory activities, and actions to advance the mission throughout the year. The expectations can be provided in a framework that defines competence vs. excellence in board service (e.g., competence may be to attend 2/3 of all board meetings while excellence could be attendance at all meetings).

1:1 Conversation with the CEO or Board Chair

Less of an interview and more of a conversation, the CEO or Board Chair should have a brief conversation with every candidate to better explore their purpose for running, what a meaningful volunteer experience looks like to them, and articulate the leader's view of the future of the organization during the candidate's term of service. Even if the candidate is not elected in the current cycle, this building of a personal bond can increase the possibility of their future participation in the volunteer system.

STEP 2: ORIENTATION

Once new directors and officers are selected/elected, preparation efforts should shift to ensure they are ready to serve in an active and knowledgeable way from the first day of their term.



The comment: “it took me six months to understand how to serve as a board member and by then I have missed a big chunk of my term” is not unique to any one organization. The efforts of orientation should be focused on equipping each individual coming onto the board with the information they need to fully engage from day one.

CREATE SPACE TO OBSERVE

When a candidate immediately takes office at the close of the election, the organization misses the incredible opportunity to provide time for practical observation of the workings of the board. Ideally, elections are completed a few months before an individual takes office so the person can be invited to sit in a board meeting before they serve. The purpose of this observation is to be exposed to preparatory materials, the flow of the agenda, how board members interact and share insights during the meeting, and how decision-making occurs.

ASSIGN BOARD MENTORS

The pairing of a leader who has the experience of board service with one who is just starting their journey has innumerable benefits. The experienced board member can help set the stage and smooth the path for the new board member. In a practical sense, they can share successful approaches to navigating the significant work undertaken by the board. This can range from how to approach a pre-meeting board ‘book’ to be best prepared, to providing historical

context on issues before the board, to how individual directors integrate their questions and thought contributions during the flow of a meeting. A mentor can also serve as a sounding board for reflection after a meeting; reviewing what went well, what could have gone better, and what didn't make sense in a safer and private conversation. Finally, a mentor can translate history, precedent, and practice in a way past minutes cannot.

DEFINE ORGANIZATIONAL SUCCESS

It is critical the board be able to measure progress and success, and to do so, the establishment of success criteria is key. Sharing the process by which the board sets and tracks their efforts throughout the year is important for the new board member's full participation in and understanding of this activity.

DEFINE PERSONAL SUCCESS

Each new board member comes to the 'table' with unique definitions of what success looks like for them during each year of service. Perhaps there are certain leadership skills they want to acquire or enhance. Perhaps they have a particular passion for a component of the organization's strategy and hope to be a helpful voice. Identifying, at the start of their term, what will make their service feel like a meaningful and impactful experience is important so the organization can try to help shape their journey, while staying aligned to the needs of the board as a whole.

FACILITATE A SYSTEMS ORIENTATION

Many organizations have software systems used to facilitate board activities or where they want their board members participating. This may be a board management system for sharing documents and conducting votes between meetings or it could be a higher level of contribution in an online community or social media platform. While supplying standard operating procedures (SOPs) for these platforms is helpful, offering for a key staff member to connect 1:1 with each new board member for a walkthrough can help translate the steps into application.

REVIEW CRITICAL FOUNDATIONAL DOCUMENTATION

As the fiduciary and strategic leaders of the organization, there is a collection of foundational documents new board members should read before their term of service. This may include articles of incorporation, bylaws, relevant past membership or industry research, governance charters, etc. These documents may not be the most exciting, and during their service they may not use everything they read, but the review will provide a foundational perspective to inform later critical conversations., bylaws, relevant past membership or industry research, governance charters, etc. These documents may not be the most exciting, and during their service they may not use everything they read, but the review will provide a foundational perspective to inform later critical conversations.

REINFORCE FIDUCIARY RESPONSIBILITIES

As new board members prepare for their term, a deeper dive into their legal and practical fiduciary responsibilities is essential. This training may involve a number of organizational experts including:

Legal Counsel. To review the definition of the duties expected of board members with practical examples of what the fulfillment and the dereliction of those duties may look like. This is also a good moment to discuss the careful balance between the responsibility to mitigate risk for the organization and taking measured risk when opportunities for innovation arise.

CFO (or the equivalent consultants/partners). To address financial fluency and highlight key components of the organization's particular financial reports. During orientation, there should be a review of the audit cycle of the organization and what the results of an audit look like and how to review it. It should also include a review of the investment policy, how contributions and withdrawals are made, and an overall discussion of reserves alongside the use of investments for key strategic initiatives. Finally, a review of the budget should ensure leaders know what they are looking for BEFORE they are presented with a budget for the coming year. During this time, some organizations also provide examples of what budget red flags can look like to further help the new board members understand what they are looking for. Finally, the past year's 990 should be presented and reviewed so, when it comes time to file for the coming year, the leaders will have been oriented to the lengthy document.

CHRO (or the equivalent consultants/partners). To address the organization's staffing and compensation model. This orientation is especially important in organizations where the members are compensated differently than the professional staff. This groundwork is also critically informative to board members as they consider the CEO's annual evaluation or contract negotiation. Additionally, it's an important opportunity to articulate the separation of duties (and differing fiduciary responsibilities) between the board and professional staff.

FOSTER AN INTENTIONAL CULTURE OF 'WELCOME'

It is not easy to be the new board member when walking into a cohort who already knows each other well. Whether it is the Chair/President reaching out to connect and welcome each new board member, or creating opportunities for the new board members to learn about one another on a personal level, or simply ensuring they feel prepared, the feeling of 'welcome' doesn't happen by accident.

STEP 3: CONFIRMATION

Even if a leader has served on the board for a year or more, there are key opportunities to build on their knowledge and experience.

Offerings catering to returning board members need to take into account their 'experienced' status so the training and experiences are meaningful and tailored to where they are in their journey.

LEGAL AND FIDUCIARY RESPONSIBILITIES

A refresh on the legal and fiduciary responsibilities of the board each year demonstrates an intentional investment by the organization to prepare leaders for service alongside highlighting their legal responsibilities to the organization. It helps ensure that fiduciary responsibilities remain fresh enough to access if the need arises.

BOARD EXPERIENCE

Unless an intentional mile marker is established for board members to reflect on and evaluate their experience and project what is needed going forward, the cycle of service will simply continue without intentional review and elevation. A number of key components comprise this annual activity including a board member assessment of leadership accomplishments and setbacks, where they felt best and least supported, and, if the culture allows, a self-assessment of moments where they were able to shine and others where they came up short. Each piece of the reflection has the potential to lead to modifications – from how they are supported by the organization to their own personal choices and practices. The time taken during orientation to set individual success milestones makes this check-in even more meaningful, since the intention given to defining accomplishment can lead to a more objective analysis of anything that did not come to fruition, and celebration of the pieces that did.

ALIGNMENT OF VOICE

All board members should be expected to be active and powerful champions of the

organization; fluent in vision, direction, and strategy with the capacity to tell the organization's story in a compelling way. How board members fulfill this duty may vary based on their strengths and skills. Some may represent the organization in speaking roles, others could write articles or posts, others may moderate dialogue – such as running a town hall – and others may prefer storytelling through video or images. However each leader prefers to be a champion, the refresh cycle provides the opportunity for board members to reflect on where their voice was present and engage in dialogue about where opportunities should continue or change.

WHAT CAN WE STOP

During the course of a year of service, board members will hear extensively about the organization's many programmatic and tactical efforts to advance mission. The refresh cycle is a good, objective time to step back and ask for their perspective on what efforts could be paused or sunset to create the capacity for further innovation in the year ahead. While the full responsibility for this is not theirs alone, their specific leadership experience does bring a greater reflection of impact and potential to the table.

THE CULTURE OF LEADERSHIP

There is power in asking those who have served for their reflections on how well, with practical examples, the exiting board lived their values in action. By keeping this conversation focused on those who have already served, it prevents the incoming board members from feeling they missed out on something (i.e., they weren't in the room) while bringing to the fore a conversation among the new board about reflections and recommendations for the culture.

OPPORTUNITIES OF WELCOMING

As discussed in the Foundation section, perhaps the most welcoming experience a new board member can have is when a sitting board member intentionally includes them in the formal AND informal pieces of board service. In the refresh portion of the cycle, returning board members are invited to serve as mentors and intentionally design actions to be taken before and at the first Board meeting to create a welcoming environment. The board should give thought to social opportunities which support the meaningful relationship building necessary to a strong board. Returning board members should also be reminded of their obligation to be welcoming to those who are new, and share their fluency with service.

STEP 4: UNIFICATION

Any time a new board member joins the board, the teambuilding cycle begins anew and trust must be built for effectiveness to be realized.

This effort is different than those described in the previous three steps. Instead of preparing a series of learning and training opportunities for individuals, the approaches here are intended to address the dynamics of the board as a whole. In many ways, if an organization is going to invest resources in bringing leaders together so they are better prepared to serve, this is the phase most worthy of such investment. The greater interpersonal learning and understanding which emerge can bring a board into full alignment.



Intentional Inclusion and Unconscious Bias Training

Whether it is the continual opportunity to identify and elevate future leaders in the organization, the influence on awards programs, or simply making decisions about the initiatives and audiences which will receive funding, board members face innumerable moments where their awareness of inclusion and bias can influence which doors are open or closed for community members. While the journey towards awareness and mitigation of bias and actions of inclusions is life long, engaging as a group in a session to identify how to incorporate those priorities into the actions a leader can take has the potential to elevate the perspective of the entire board.

Clarifying and Confirming Board Values and Culture

Every organization has values (written or unwritten) defining the culture members can expect to experience when they participate and those they embody in their own participation. There should be an additional and complementary set of leadership values defining the unique culture of the board, and potentially the whole system of governance. For culture to be an active pursuit and not a passive set of words, the new board should spend time ensuring everyone understands and aligns with the culture and values. In a unification exercise, the board should be asked:

- Are these board/leadership values and how we define them still what should guide our service?
- Does anything need to change?
- As we reflect on the year ahead of board service, what are specific actions for each value that demonstrate we are living the leadership culture we have committed to as a board?



Champion of Vision, Purpose, and Progress

Every member of the board shares the responsibility to be an active, fluent, and passionate advocate to best represent the organization in direction and efforts. Unification activities should involve training on how to represent the voice of the organization through many channels, identifying where each board member's voice is most needed and sharing how to align individual perspectives and passions to a unified representation of decisions and direction. This is also a critical time to ensure board members understand their fiduciary duty of loyalty when speaking on decisions they may not fully agree with.

Building Trust

There will be moments where members of the board will disagree on a topic or course of action. In highly polarized times, it is difficult to hear and share disparate voices and not experience a feeling of 'other'. These moments are best navigated when strong trust and relationships have been built between board members. Although such relationship building opportunities should be incorporated into every gathering of the board, unification activities can bring dedicate time to this important effort. Activities should be focused on creating authentic moments to share professional journeys and personal insights.

Simulations to Lay Groundwork for Interaction

Creating a dynamic where individual expertise is leveraged and acted upon to contribute to the efficiency and effectiveness of the whole, while building bonds of trust to help a board navigate more difficult moments is not achieved through lecture. Instead, when bringing a new board together, there is an opportunity to have them play out "sprint-experiences" – simulations if you will – of what functioning together as a team may mean during the course of their service. Simulations should be microcosms of how a board would actually handle a situation. They should be framed as short examples which create clarity in the role of each board member and give them the opportunity to play out how they would fulfill that role in real time.

SAMPLE SIMULATIONS

To elevate this opportunity beyond performative role play, each simulation should:

- ✓ Start with a definition of what the simulation is trying to achieve – what experience and skill set it is meant to connote.
- ✓ Have a tangible prompt of an issue facing the organization presently or in the recent past, so board members perceive this simulated discussions as something which realistically might take place during the course of their board service.
- ✓ Include a reflection and evaluation period at the end of each simulation to identify where the board functioned together well, where greater clarity in role and fulfillment of that role in a team dynamic is needed, and to ask for any takeaways on how the board could best work together for mutual support and mission advancement.

Simulation: Board Meeting Expectations

Even if the new board members have had the opportunity to observe a meeting, it is useful to take one key piece of an agenda where there may be discussion leading to a vote and simulate how deliberation of the item proceeds in function. The exercise allows each board member to recognize how they can contribute to a dialogue, how the group will account for agreement with what has been said without needing five leaders to say the same thing, how to transition from dialogue to vote, and how a vote goes. The simulation, while straightforward, will level-set everyone's expectations for how discussions will flow.

Simulation: Foresight Exploration

One of the key responsibilities of a board is to balance the focus of day-to-day priorities with what is on the horizon. In this sprint, a key societal, industry, or organizational disruptor or opportunity should be identified beforehand and a brief synopsis defining the topic should be made available for board review before the session. The board would then engage in a foresight discussion inclusive of:

- What data demonstrates the magnitude of this disruptor?
- What are possible scenarios that may occur from how this disruptor may impact the organization or industry?
- What are the preferred futures that could be influenced by the organization today?

The ASAE Research Foundation's ForesightWorks Drivers of Change present just one model that, with each driver at four-pages, can be brought to a Board for a prepackaged discussion.

Simulation: Innovation Workshop

With a clear understanding of the opportunity or challenge at hand, the role of the board in the innovation process of the organization can be simulated. This role of innovation leadership varies between organizations so clarity for the board on their role in innovation is key. Some different roles the board may play include:

- Exploring the process used for to evaluate innovation opportunities and options prepared by staff or by an appointed volunteer subgroup.
- Generative contribution of innovation ideas in response to a challenge or opportunity alongside what questions/data they would suggest to validate the potential of their ideas.
- Design thinking process of "what is, what if, what wows, what works" to identify innovations, evaluate them, and elevate those to pursue.

Simulation: Breach of Ethics or Culture

Some of the most difficult moments a Board can experience are when there has been an unethical action or cultural violation by an individual or a group within the organization. A sample walkthrough of such a scenario can clarify what is handled by an Ethics Committee (if there is one) and bring to light the role of the Board as organizational leaders in monitoring and ensuring adherence to the code of ethics and cultural norms.

The series of activities and efforts making up unification need to be customized to the priorities and the culture of the organization and its leadership. As a key voice and partner with the Board, the CEO should be able to participate in the unification activities rather than play the role of facilitator.



STEP 5: SUCCESS

The design of FOCUs activities should be an ever-evolving effort.

It is critical to incorporate meaningful feedback mechanisms throughout the designed processes and experiences to allow the organization to reflect on the success of its system of building board preparedness. These measures of effectiveness and impact will support continued iteration and strengthening of the process as opposed to simply checking boxes of completion.

Board service is a critical and pivotal component of any organization. From a volunteer perspective, many of those who serve have aspired to board service for years and desire to shape and support the future of their association. From an organizational perspective, these key individuals shape the direction, priorities, and ultimately finances of the association. From the staff point of view, a well functioning board, operating with fluency at the right level, can enable rather than hinder the internal workings of the organization. Time spent in the design and execution of a better path to board service pays for itself in dividends.

If you are looking to redesign your Board orientation, refresh, or onboarding and would like to discuss how to approach a customized design for your organization, reach out to us at [Vista Cova](#) and we would be happy to chat.

CONTRIBUTORS

The insights in this report were made possible by the following individuals. We thank them for their time and their thought leadership.

Jim Amundsen
President & CEO
BankIn Minnesota

Preet Bassi, CAE
Chief Executive Officer
Center for Public Safety
Excellence

Hannes Combest, FASAE, CAE
Partner
Governance Directions, LLC

Lindsay Currie, CAE
Executive Officer
Council on Undergraduate
Research

**Joy DesMarais-Lanz, MA, CAE,
CMM**
Executive Director
Synergos AMC & MPI Minnesota
Chapter

Cheryl Enderlein, CAE
Director, Leadership & Volunteer
Services
American Geophysical Union

Matt Gruhn
President
Marine Retailers Association of
the Americas

Lori Anderson, FASAE, CAE
President & CEO
International Sign Association

Abbey Bryduck, MA, MBA
Executive Director
Minnesota Asphalt Pavement
Association

Kevin Corcoran, CAE
President & CEO
Eye Bank Association of America

Mary DeNiro
Chief Executive Officer
Association of College and
University Housing Officers-
International

Eric Ellman
Sr. VP, Public Policy & Legal Affairs
Consumer Data Industry
Association

Andrea Falzarano, CAE
Sr. Dir., Association Governance
Operations
American Speech-Language-
Hearing Association

Alison E. Heron, MBA, CAE
Chief Executive Officer
Association of Child Life
Professionals

Maria Huntley, MAM, CAE

Chief Executive Officer
Minnesota Academy of
Family Physicians

Dave Jackson, MBA, CAE

Executive Officer
American Society for
Pharmacology and
Experimental Therapeutics

Angela Kisskeys

President
Associations North

**Janice Lachance, JD,
FASAE**

Executive Director & CEO
American Geophysical
Union

Mike Lanotte

Executive Director & CEO
New York State Funeral
Directors Association

Leigh Larson, MBA

President & CEO
MEA Energy Association

Adam Levy, CAE

Executive Director
American Cleft Palate
Craniofacial Association

**Christina Lewellen, MBA,
CAE**

Executive Director
Assn of Technology Leaders
in Independent Schools

Joe Lindahl, MA, CAE

Chief Executive Officer
Mission MSA

Nick Marzano, CAE

Chief of Strategy
Society of Hospital Medicine

**Trevor S. Mitchell, MBA,
FASAE, CAE, CDP**

Executive Director & CEO
American Mensa

**Damian Mitsch, FAICD,
CAE**

Chief Executive Officer
Australian Dental
Association

**Patti Montague, FASAE,
CAE**

Chief Executive Officer
School Nutrition Association

**Artesha Moore, FASAE,
CAE**

President & CEO
Association Forum

Jeff Morgan, FASAE, CAE

President & CEO
Club Management
Association of America

Silvia Quevedo, CAE

Executive Director
Lamaze International

Steve Schiffman

President & CEO
Advanced Textiles
Association

Cherie Schmit

Executive Assistant
Advanced Textiles
Association

Bill Shields

Executive Director
American Society for Public
Administration

Anna Shnyder

Chief Operations Officer
Wound, Ostomy and
Continence Nurses Society

Cecil Smith

President & CEO
Minnesota Multi Housing
Association

**Zack Wahlquist, MS, CAE,
RCE**

Chief Operating Officer
Chicago Association of
REALTORS

Russ Webb, CAE

Executive Director
Bay Area Apartment
Association

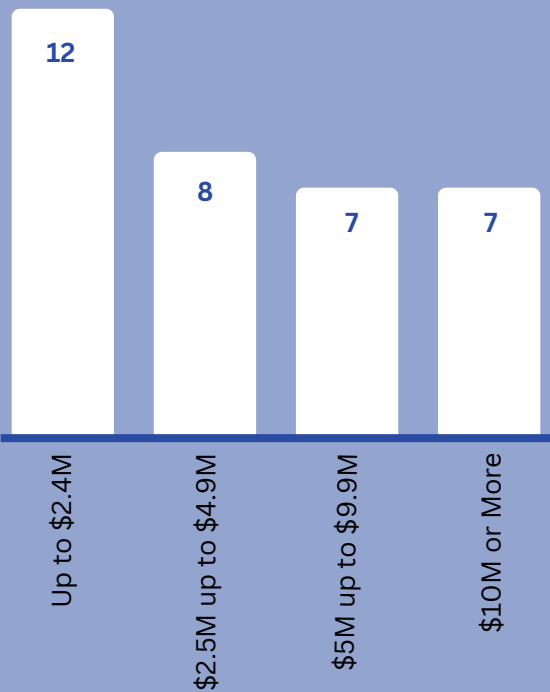
PROFILE OF CONTRIBUTING ORGANIZATIONS

This report was prepared with the support of nearly 40 leaders from 34 organizations representing a variety of industries and professions, governance models, operational capacity, geographic scope, and more.

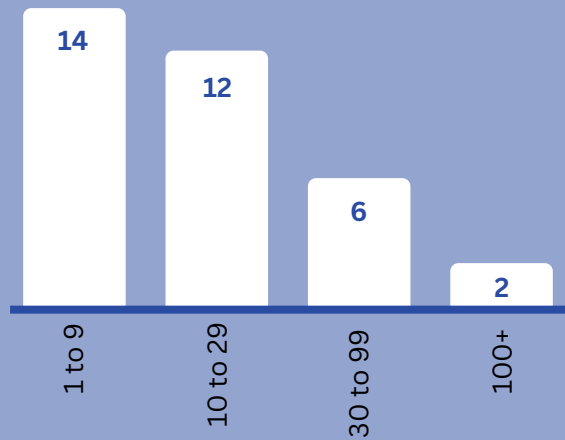
Organization Type

- 19 Individual Membership Organizations
- 13 Trade Organizations
- 1 Foundation/Charitable Organization
- 1 Accreditation/Credentialing Body

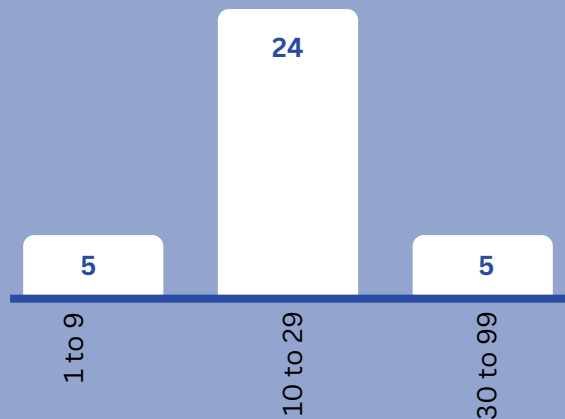
Annual Budget



Staff Size



Board Size



APPENDIX: SAMPLE MATERIALS

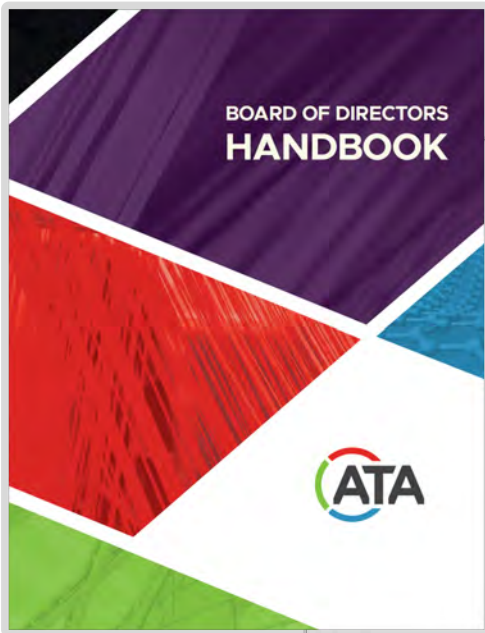
The organizations interviewed for this report generously provided a variety of resources they use in the course of their annual board preparation processes.

Since many of these samples are several pages long, the appendices include a teaser of the resource you'll find by following the link to the samples library below. Some information has been redacted at the request of the contributing organization.

Link to samples library for this report:

<https://www.vistacova.com/board-preparation-resource-library>

Advanced Textiles Association
Board of Directors Handbook




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Advanced Textiles Association

Board Candidate Solicitation Message



**ADVANCED
TEXTILES
ASSOCIATION**

RE: ATA Board of Directors

We are looking for strong leadership to help us shape the future success of our members and of the industry at large. To this end, we are currently taking applications to fill the following positions on the ATA Board of Directors:

- 1st Vice Chairman - 2-year term (the individual elected to this position will be the "Chairman-elect" and will automatically become Chairman of the Board at the completion of the incoming Chairman's term).
- 2nd Vice Chairman - 2-year term
- Director (five positions) - 3-year terms
 - Two of these positions are currently held by individuals who are eligible for 2nd terms

Below you'll find some background information on ATA and the role / expectations of a member of our governance board. Please review it and reach out with any questions you may have.

Advanced Textiles Association

Mission

ATA will contribute to the prosperity of its members in the textiles industry by providing a global marketplace for innovative products, services, relevant education, promotion, and networking opportunities.

ATA will act with integrity and professionalism in providing a tangible value to its members.

Vision

A thriving textiles industry for our members

Role of the Board Member

The ATA Board of Directors is the legal governing body of the Association. The Association is governed by ATA Policy Governance, a method based on the Carver Policy Governance System that has been modified to fit the needs of our Association.

The ATA Board of Directors has very specific duties distinct from those of management (staff). Management manages while the Board governs. The Board provides counsel to management and does not get involved in the day-to-day affairs of the organization.

In brief, the role of the Board is to:

1. Represent and act in the best interests of both the entire membership and to the Association;
2. Identify issues that are important to the industry and to the Association internationally;
3. Formulate Association policy and set direction for the Association;
4. Be accountable to the membership for the financial condition of the Association;
5. Be accountable to the membership for the professional management of the Association;
6. Lead the volunteer participation in the Association;
7. Serve as a resource for the Association professional staff.

1801 County Road B W / Suite 100 / Roseville, MN 55113-4061, USA
+1 651 222 2508 or 800 225 4324

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Criteria for becoming a member of the Board

Minimum three years of ATA membership or five years of related experience as a principal or senior manager in a business with adequate resources to allow full-time commitment. This commitment is both a time commitment and a financial commitment to Policy Governance and must be dedicated to ATA Policy Governance and also to continued learning of the ATA Policy Governance model and a sincere desire to promote ATA and the Association's overarching goals and objectives.


Ability to articulate the vision for the Association and what the candidate hopes to achieve during his or her tenure.

Requirements required by members of the Board of Directors

Members of the Board are not just a special interest section within the organization such as a Textiles Institute, but are representatives of the entire membership, not just on the "parts" of the Association. People more comfortable with a certification program, a specific magazine or a specific conference have a preference to be considered for specific volunteer advisor to Staff, but not as an ATA Board member.

3. Bring to the Board an ability to see the future or have a vision of the future, see long term and deal with values the Board must be accountable to uphold. These values would be those that affect the total international membership.
4. Have the ability to participate and encourage diversity of ideas in the governance struggle. Through positive deliberation will come actions that will enhance the Board's effectiveness of acting on behalf of the membership, establishing and achieving the desired ENDS.
5. Give of their time and talents to improve on their knowledge of Policy Governance. Fully understand and support the concept of the "Board speaks with one voice", but know that it is through their participation in the challenging deliberations of the Board that ATA Policy Governance works.
6. Know that when one accepts the nomination of the Board, priority is given to be available for Board meetings. The Board meets in person 3 – 4 times a year (including 2 meetings at the ATA Expo), plus occasional conference calls.
7. Board members are volunteers and not paid for their service. Board members also have to understand that costs will be incurred by them personally to attend in-person Board meetings. This may include air travel and other transportation costs, hotel nights for anything beyond the night(s) that ATA has offered to reimburse you for and meals outside of the preplanned Board meeting meals. Companion expenses are not paid.

Finally, we are very grateful to have you as a member of ATA and look forward to your participation in the governing process of this association.

Sincerely,

 Cherie M. Schmit / Executive Assistant to the President

1801 County Road B W / Suite 100 / Roseville, MN 55113-4061, USA
+1 651 222 2508 or 800 225 4324

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Advanced Textiles Association

Policy Governance Guide

Updated with ATA brand: September 14, 2022
 Approved: February 20, 2017
 Replaces: May 10, 2016

ATA POLICY GOVERNANCE SECTION 1 EXECUTIVE EMPOWERMENT

1.0 Global Executive Instruction

ATA shall maintain the highest standards of ethical conduct and professionalism in all dealings. Such an organizational culture must be cultivated, maintained and promoted by the CEO and his / her staff.

1.0.1 Treatment of Association Members, Potential Members and related Association contacts:

The CEO shall ensure that ATA's constituency is accorded a high level of service of measurable quality; and that the commercial sensitivity, confidentiality and privacy of dealings with ATA are respected.

1.0.2 Treatment of staff

The CEO shall ensure that staff are treated with dignity and respect.

A. Accordingly the CEO shall:

- 1) Make sure staff are provided with a safe and amenable workplace, free from harassment and bullying of any kind.
- 2) Provide a written confirmation of employment status to each individual member that contains a specific job description, clearly states terms and conditions of employment, remuneration and other entitlements.
- 3) Provide the opportunity for staff to undergo further education, training and development, with priority given to those employees that have potential for taking on greater responsibilities in the organization.
- 4) Develop effective procedures for the handling of grievances, including reasonable right of appeal, and acquaint staff with their rights and obligations under this process.

1.0.3 Compliance with the Law and accepted business practice

The CEO shall ensure that the organization and its staff comply with all Federal and State laws regarding conduct of business, taxation, employment and Occupational Health and Safety; and meet professional and efficient business standards in doing so.

1.01 Financial Planning and Budgeting:

Financial planning for any fiscal year or the remaining part of any fiscal year shall include support for the Board's Ends priorities and its financial policy requirements; it will also include assurances against fiscal jeopardy.

Updated from IFAI to ATA on September 14, 2022

Updated with ATA brand: September 14, 2022
 Approved: February 12, 2017
 Replaces: February 20, 2017

ATA POLICY GOVERNANCE SECTION 2 BOARD - CEO - STAFF CONNECTION

2.0. The Board's sole official connection to the ATA Staff will be through the CEO.

The Board - CEO - Staff connection policies establish how the Board will assign accountability, delegate authority and measure the CEO's performance.

2.01. **Accountability of the CEO:** The CEO is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is subordinated to, and ultimately becomes that of the CEO.

2.02. **Delegation to the CEO:** Furthermore, only directions of the Board acting as a body are binding on the CEO.

A. The CEO will take direction from the Association By-Laws and formally written and passed Board Policies.

B. As long as the CEO uses reasonable interpretation of the Board's "Ends Policies" and Executive Empowerment policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

C. The Board may change its "Ends" policies and "Executive Empowerment" policies and then change its delegation to the CEO. But as long as any particular delegation is in place, the Board will respect and support the CEO's choices.

2.03. **Monitoring CEO Performance:** The objective of monitoring is to determine the

Dated: February 21, 2022
 Replaces: September 14, 2022

ATA POLICY GOVERNANCE SECTION 3 GOVERNANCE PROCESS

3.0. The purpose of the Board.

The ATA Board of Directors is the legally bound governing body of the Association, serving on behalf of the ATA membership to see to it that ATA operates lawfully and ethically and within the By-Laws and other Policies of the Association to achieve what is stated as identified by the Board's "Ends" statement.

3.01. Governing style:

A. Governance refers to the framework of decision-making, operating principles and delegations for the organization. "Policy Governance" will imply ATA.

B. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force.

C. The Board will monitor and discuss its process and expectations 1) before each meeting by acknowledgment of "ATA's Board Member Responsibilities During Meeting".

3.02. Board's

The Board consists of members except of the CEO (Chairman)

3.03. Board's

The Board are vital

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R. Th

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Updated from IFAI

ATA POLICY GOVERNANCE SECTION 4 ENDS

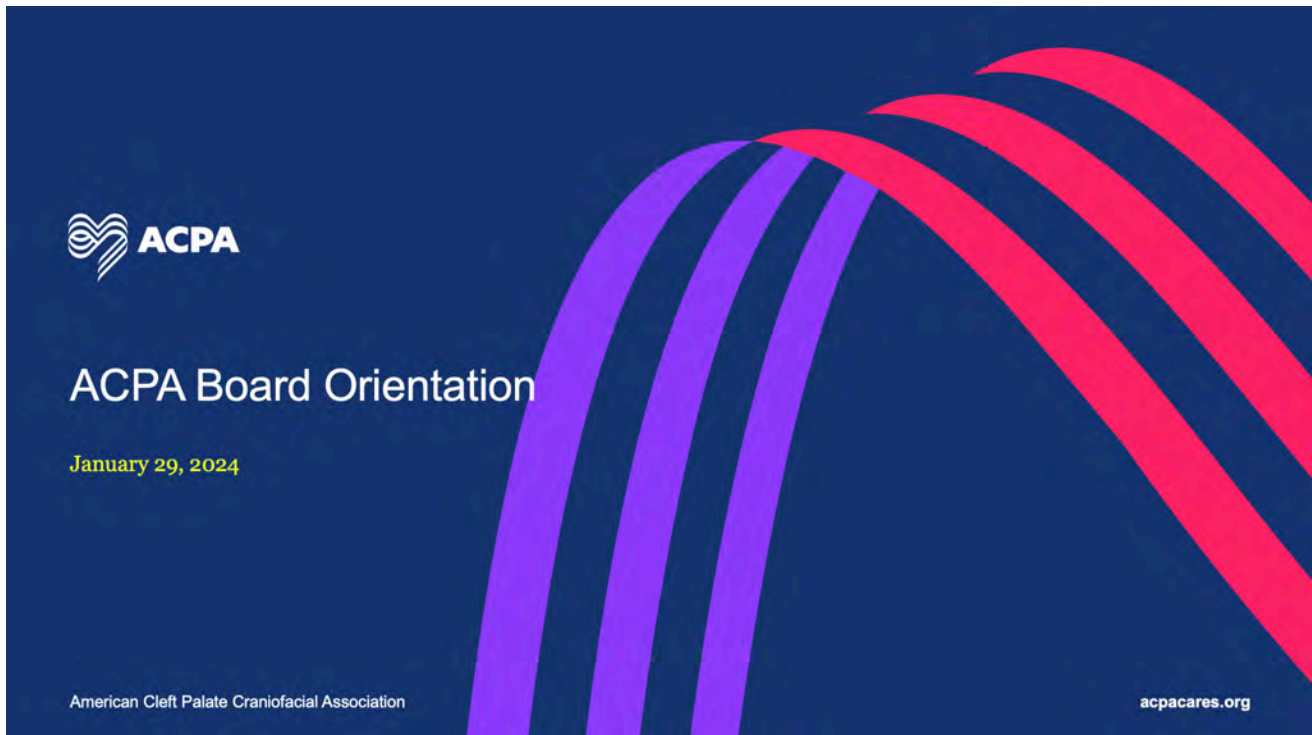
- 4.1. Maintain financial stability
- 4.2. CONNECT members with access to resources, information, networking, and occupation
- 4.3. EDUCATE members via programming, events, publications, and member benefits
- 4.4. ADVOCATE for member interests with legislative, regulatory, and standards organizations

Approved: April 27, 2022
 Replaces: November 6, 2012

Updated from IFAI to ATA on September 14, 2022

American Cleft Palate Craniofacial Association

Board Orientation Presentation Slides



ACPA BOARD ORIENTATION

Agenda

- Introductions
- Governing Documents
- Role of the Board Member
- Board Meeting Schedule and Expectations
- ACPA Strategic Plan
- Building a Culture of Philanthropy
- Travel and Expense Reimbursement




2 American Cleft Palate Craniofacial Association

acpacares.org

American Geophysical Union

How to Prepare for Leadership Orientation



What does it mean to be a leader at AGU? // 6 March 2019 // AGU Headquarters, Washington DC

Purpose of leadership orientation:

- Equip AGU Board and Council members with the information, tools, partnerships, and skills to be successful volunteer leaders.
- Become familiar with the strategic topics facing the 2019-2020 Board and Council.
- Understand 3 priority programs, including the differing roles of the Board, Council, committees/task forces, and staff.
- Participate in diversity and inclusion training.
- Understand the AGU governance model and philosophy and how work at AGU gets done within that model.
- Meet other AGU leaders - volunteers and staff.
- Have fun!

6 things to do in advance to prepare for leadership orientation:


- Find a definition of leadership that you think aligns with your role as an AGU leader and be prepared to share it.

Examples

AGU Past President & Leadership Development / Governance Committee Chair
Definition: "The function of leadership is to produce more leaders, not more followers." (Ralph Nader)
 Executive Director / CEO

Definition: "Good leaders organize and align people around what the team needs to do. Great leaders motivate and inspire people with why they're doing it. That's purpose. And that's the key to achieving something truly transformational." (Marilyn Hewson, Lockheed Martin President and CEO)
 Director, Leadership

Definition: "Do not follow where the path may lead. Go instead where there is no path and leave a trail." (Ralph Waldo Emerson)
- Read the attached talent pool strategy document (5.5 pages) approved by the Board and Council in April 2018.
- Re-read the AGU Code of Conduct for the group you belong to: [Board](#) or [Council](#).
- Review [AGU's Conflict of Interest \(COI\) policy and process](#).




What does it mean to be a leader at AGU? // 6 March 2019 // AGU Headquarters, Washington DC

Council members and all Board members: Sign the [online COI form](#), [strategic plan](#) (4.5 pages) posted on the leadership pages of the AGU

When members created this strategic plan in 2010, they worked to envision what it would look like when the core values were embodied and the strategic goals were accomplished. Two questions to answer as you read:

1. How do you find that we are achieving the vision and living the envisioned mission?

2. Which of the [4 goals](#) most resonates with you?



Our Mission
 The goal is to promote discovery in Earth and space science for the benefit of humanity.

Our Vision
 AGU galvanizes a community of Earth and space scientists that collaboratively advances and communicates science and its power to ensure a sustainable future.

<p>Scientific Leadership & Collaboration</p> <p>AGU is a leader, collaborator and sought after partner for scientific, innovative, rigor and interdisciplinary focus on global issues.</p>	<p>Science & Society</p> <p>AGU engages members, groups, policy and informers to address the environment of Earth and space science and its role in determining solutions for the sustainability of the planet.</p>
<p>Talent Pool</p> <p>AGU cultivates and sustains a diverse, inclusive, and dynamic Earth and space science talent pool nationally.</p>	<p>Organizational Excellence</p> <p>As a scientific society, AGU operates within a new business model that is sustainable, transparent, and inclusive in ways that are responsive to members and stakeholders.</p>

- Identify 1-2 questions that you have about serving on the Board and/or Council. See if we cover your questions during orientation, and if not, please let us know by talking to us in DC or emailing us (AGU_Governance@agu.org). Your input will help the Leadership Development / Governance Committee continue to strengthen volunteer leadership at AGU.

American Geophysical Union Leadership Orientation Agenda



What does it mean to be a leader at AGU? // 6 March 2019 // AGU Headquarters, Washington DC

Objectives of leadership orientation:

- Equip AGU Board and Council members with the information, tools, partnerships, and skills to be successful volunteer leaders.
- Become familiar with the strategic topics facing the 2019-2020 Board and Council.
- Understand 3 priority programs, including the differing roles of the Board, Council, committees/task forces, and staff.
- Participate in diversity and inclusion training.
- Understand the AGU governance model and philosophy and how work at AGU gets done within that model.
- Meet other AGU leaders - volunteers and staff.
- Have fun!

AGENDA

Time	Tab	Topic/Discussion Leader(s)	Strategy Link	Desired Outcome
7:30am 1hr		Breakfast available at AGU Headquarters starting 1hr before the meeting begins <i>This is an opportunity to get to know new people.</i>		
8:30am 30mins	1	Setting the Context: Why are we here? AGU Past President / AGU CEO	Organizational Excellence	<ul style="list-style-type: none"> ▪ Understand the objectives of leadership orientation ▪ Be aware of what we are and are not going to cover
		Leadership application: Sh*t Happens! What are you going to do? AGU Past President / AGU CEO	Organizational Excellence	<ul style="list-style-type: none"> ▪ Discuss a real-life situation at your table and decide how to handle it. Throughout the day, work to identify situations you might face as an AGU leader and determine how to handle them
9am 30mins	2	Who is in the room? Director, Leadership	Organizational Excellence	<ul style="list-style-type: none"> ▪ Meet other AGU leaders ▪ Share your definition of leadership

The image shows four pages of a detailed agenda for the AGU100 Leadership Orientation. Each page includes a header with the AGU100 logo and the event title: "What does it mean to be a leader at AGU? // 6 March 2019 // AGU Headquarters, Washington DC".

- Page 1:** Topics include AGU Publications, AGU Meetings, AGU Board, and AGU Council. Strategy links include Scientific Leadership and Collaboration, Organizational Excellence, and Staff Council. Desired outcomes focus on understanding the value of publishing, setting context, and understanding the AGU governance model.
- Page 2:** Topics include AGU Publications, AGU Meetings, AGU Board, and AGU Council. Strategy links include Organizational Excellence, Staff Council, and Diversity and Inclusion. Desired outcomes focus on understanding the value of publishing, setting context, and understanding the AGU governance model.
- Page 3:** Topics include AGU Publications, AGU Meetings, AGU Board, and AGU Council. Strategy links include Organizational Excellence, Staff Council, and Diversity and Inclusion. Desired outcomes focus on understanding the value of publishing, setting context, and understanding the AGU governance model.
- Page 4:** Topics include AGU Publications, AGU Meetings, AGU Board, and AGU Council. Strategy links include Organizational Excellence, Staff Council, and Diversity and Inclusion. Desired outcomes focus on understanding the value of publishing, setting context, and understanding the AGU governance model.

American Mensa

Board Transition and Orientation Procedures



AMC (American Mensa Committee – Board of Directors) Transition and Orientation

Transition:

- January and February – AMC to review for suggested updates:
 - Job Descriptions
 - AMC and RVC Handbooks
- March – AMC approves any changes to handbooks
- April – Draft Succession Planning notes (even if you will be in the same role). Should include but not be limited to: -
 - Lessons learned
 - Tips/Suggestions for the next term
 - Any unfinished projects that carry over
 - RVC – include items related to each of your local groups.
 - Chair and ED to draft a year-end summary of accomplishments, challenges, and things to know for the next AMC
- May
 - Finalize Succession Plans and Reports
 - Gather candidates' interest in committees -
 - Election Results
 - Begin to transfer and onboard those members. Outline below
 - Internal items
 - Update email Aliases 7-1 (could add the successor immediately but need to set the expectation to see what's going on.)
 - Update information in Deem for travel expenses

Resources

- https://blog.boardsource.org/blog/uncovering-the-mystery-the-art-and-science-of-shared-leadership?fbclid=IwAR0LsWwIF7CMLVSm5Aj3Vs01_I5puGU6la-y23P_BM7J5mRNFOe8bH0tIvg
-

Orientation:

- Pre:
 - One-on-One
 - Chair and ED with each position
 - Chair and ED to partner New AMC members with Returning (Buddy System)
 - Topics to consider prior to onsite.
 - Schedule weekly calls to cover each one. Suggest every Thursday in June at 7pm Central

American Mensa

Creating A Strategic Mindset



Creating a Strategic Mindset in Board Members

We spend time educating ourselves and boards to be strategic thinkers during strategy-setting processes. We expect these board members to carry this knowledge through their term. We miss an opportunity to expand the training for a continuous strategic board.

Strategic/Operational Continuum

The following image outlines the continuum the board finds related to their role and time spent on strategic and operational activities. No board will be the same as another. Each board should understand where they currently are on this continuum, where they want to be, and work on how to get there.



1. **Strategy and Policy** – Board work focuses on the organization's strategic, long-term direction, including external scanning, goal and strategy development, policy development, and overall evaluation and accountability.
2. **Strategy, Policy, and Management** – A majority of the board's work focuses on strategy and policy and includes some high-level management functions.
3. **Management** – Most of the board's work is comprised of managing the organization's activities, including planning, organizing, directing, supervising, and evaluating.
4. **Management & Operations** – The board balances its time managing its operations and serves as the workforce for specific administrative or programmatic services.
5. **Operations and Activities** – The board's work comprises doing the organization's frontline operational work because board members are also the organization's workforce.

Adapted from Tecker, G.; Meyer, P.; Wintz, L. (2010). *The Will to Govern Well, Knowledge, Trust, & Nimbleness*. 2nd Edition. ASAE: The Center for Association Leadership

Strategic vs. Operational Mindset

Where the board falls on the strategic/operational continuum. From strategic to operational, the board becomes more comfortable and natural for carrying out that role. Even when you know how to do something, being strategic can be more challenging than being operational. The continuum outlines the two mindsets needed to achieve results.

	Operational Mindset
Short-term	Focused on the short-term and implementation
Decision	Driven by the strategic plan & ongoing operations
Implementation	Focus on existing programs and services.
	Establishes work priorities
	Being action-oriented
	Staff and volunteer workgroups are accountable.
Questions	Questions begin with: Who? How? When? Where?

Questions that board members can use with themselves and the board as a whole when trying to move from strategic to operational.

- Does the issue/problem? Or are you looking for a solution?
- Is the responsibility of the board? Or the responsibility of a committee/staff?
- Does the impact of the discussion/decision have a long-term effect? Or only short-term?

American Society for Pharmacology and Experimental Therapeutics

Orientation Jeopardy Game



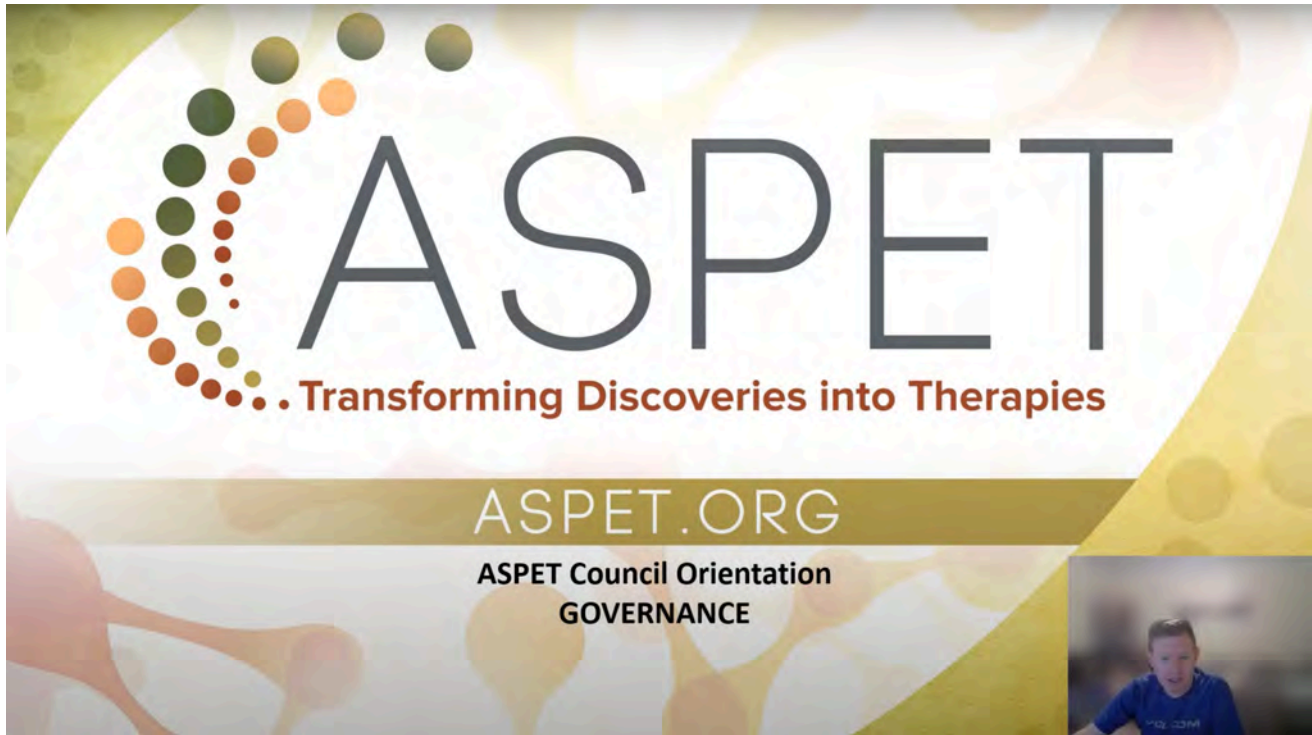
Orientation Jeopardy Game
Played on jeopardylabs.com

	ASPET Basics & Governance	Meetings	Publications	Education & Government Affairs	Marketing, Comms & Membership
\$100	The year that ASPET was incorporated in the state of Maryland.	The location of the 2023 ASPET Annual Meeting.	The ASPET journal with the highest Impact Factor (21.1 as of 2022).	This research program provides research fellowships to undergraduates.	These are the 2 major growth areas that the Marketing & Communications team will be focusing on in the future.
	What is 1933?	St. Louis, Missouri (extra credit for Union Station)	What is <i>Pharmacological Reviews</i> ?	What is the SURF (Summer Undergraduate Research Fellowships) program?	What are Media Relations and Public Relations?
\$200	The tax status given to ASPET by the IRS.	The name of ASPET's webinar series.	ASPET and Wiley co-own PR&P with this other society.	This ASPET-produced booklet contains an overview of pharmacology for undergraduates.	ASPET's engagement on this social media platform in the first six months of 2023 led to nearly 100,000 impressions.
	What is 501c3?	What is Focus on Pharmacology?	What is the British Pharmacological Society?	What is <i>Explore Pharmacology</i> ?	What is LinkedIn?
\$300	The approximate amount of revenue that ASPET brings in each fiscal year.	The number of ASPET Annual Meetings that the Meetings team is working on this summer.	This ASPET governing body make decisions about the publication program.	This program provides career coaching for trainees.	This is the approximate number of total ASPET members.
	What is \$4 million - \$5 million?	What is 3?	What is the Publications Committee?	What is the ASPET Mentoring Network?	What is 4,000?
\$400	This revenue source brings in about 80% of ASPET's revenues each year.	Average attendance for concurrent sessions at the Annual Meeting in 2023, the highest since at least 2015.	The number of times <i>Pharmacological Reviews</i> will be published in 2023.	This Government Affairs program enables developing and early-career scientists to learn about public policy issues, and includes a visit to Capitol Hill.	This membership category has seen the largest growth in the past year.
	What is the Publications program?	What is 92?	What is 6 times each year?	What is the Washington Fellows Program?	What are Student Members?
\$500	These 3 duties are the legal responsibilities that come with being a Board member of a nonprofit.	The Meetings & Education Departments manage 31 different types of these and coordinates with 15 committees to manage it.	The submission system that ASPET uses for its 4 in-house journals.	These are the 3 primary policy focus areas for ASPET government affairs currently.	This is the approximate percentage of ASPET members who work in an academic setting.
	What is duty of care, duty of obedience, and duty of loyalty?	What are the ASPET Scientific Achievement Awards?	What is eJournalPress?	What is 1) Federal Funding for Biomedical Research; 2) Animals in Research; and 3) Drug Scheduling Policy?	What is 78%?

American Society for Pharmacology and Experimental Therapeutics

Self-Paced Orientation Video Module - Governance

Link to full video: https://www.youtube.com/watch?v=f_7K2rz_bjs



American Society for Pharmacology and Experimental Therapeutics

Orientation Agenda



Council Orientation Agenda

Tuesday, July 18, 2023

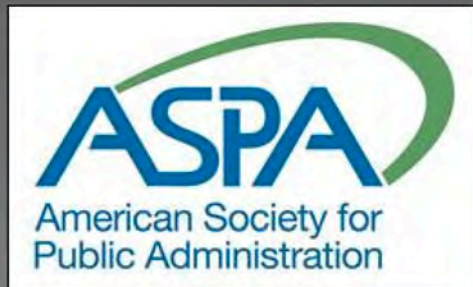
ASPET Office, 1801 Rockville Pike, Suite 210, Rockville, MD, 20852

8:30 AM - 9:00 AM	Breakfast & Welcome
9:00 AM - 9:30 AM	Staff Introductions and Office Tour
9:30 AM – 10:30 AM	Overview of ASPET Programs & Our Strategic Plan
10:30 AM – 11:15 AM	Journal Initiatives & Trends
11:15 AM - 12:00 PM	ASPET IDEA Journey so far
12:00 PM - 1:00 PM	Lunch break
1:00 PM - 1:45 PM	Membership Trends and Opportunities
1:45 PM – 2:30 PM	Becoming the Leading Voice for Pharmacology
2:30 PM - 3:00 PM	Wrap up and questions

Taxis will be arranged to airport or metro from the ASPET Office.

American Society for Public Administration

Orientation Presentation Slides



2023-2024 National Council Orientation

Spring 2023

<p>About the Society</p> <ul style="list-style-type: none"> ★ Purposes <ul style="list-style-type: none"> Encourage improvement of public service Facilitate exchange of knowledge and experience among persons interested in public administration. Encourage information collection, compilation, and dissemination of public administration. Advance science, processes, art of public administration ★ Incorporated in Illinois 	<p>About the Society</p> <ul style="list-style-type: none"> ★ Core Values <ul style="list-style-type: none"> Accountability and Performance Professionalism Ethics Social Equity ★ Mission <ul style="list-style-type: none"> "Advance Excellence in Public Service" ★ Critical Bridge between the Practice and Academic Communities 	<p>Programs and Services</p>	<p>Programs and Services</p> <ul style="list-style-type: none"> ★ Annual Conference <ul style="list-style-type: none"> Serves 1/7 of ASPA members; 1,300 average attendance 37 percent of total revenue, 16 percent of total expenses More than 2 FTEs spent on the conference; 4x more than on other programming National Council approves conference location and budget; contracted through 2025
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<p>Finances</p> <ul style="list-style-type: none"> ★ ASPA Fiscal Year = Calendar Year ★ National Council approves budget (December meeting), receives finance report each month ★ National Council receives/accepts audit (meeting) and receives 990 (mid-Fall) ★ FY 2023 Budget <ul style="list-style-type: none"> Revenue: \$1,373,351 Expenses: \$1,294,845 Margin: \$78,536 	<p>Structure</p>	<p>National Council Roles and Responsibilities</p> <ul style="list-style-type: none"> ★ Fiduciarily Responsible, Governing Body <ul style="list-style-type: none"> Bonded with Directors' liability insurance ★ Set Overall Direction and Policy for the Society <ul style="list-style-type: none"> Set strategic direction, participate in planning Set major goals and develop strategies Monitor programmatic progress toward goals Recommend bylaws changes to member ★ Ensure ASPA's Financial Stability <ul style="list-style-type: none"> Approve operating budget, monitor progress Accept annual audit, review 990 	<p>Council Member Expectations</p> <ul style="list-style-type: none"> ★ Act in Accordance with Legal Standards <ul style="list-style-type: none"> Duty of Care: Stay informed, ask questions Duty of Loyalty: Allegiance to ASPA's welfare Duty of Obedience: Faithful to ASPA's mission ★ Participate in ASPA's Governance <ul style="list-style-type: none"> Be committed attendees and participants in Council and/or Committee meetings and efforts ★ Serve as Ambassadors, Volunteer Services Outside of Council Work <ul style="list-style-type: none"> Engage in member retention and activities
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American Society for Public Administration

Orientation Reference Materials



ASPA LEADERSHIP REFERENCE MATERIALS AND TABLE OF CONTENTS

- 1. Society Bylaws**
- 2. FY 2023 Budget and Overview**
- 3. National Council Contact Information**
- 4. National Council Member Biographies**
- 5. National Office Staff Contact Information**
- 6. National Office Staff Organizational Chart**
- 7. 2021 Audited Financial Statements**
- 8. Policies and Procedures *(separate file)***

American Society for Public Administration

Policies and Procedures Packet



AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION POLICIES AND PROCEDURES

February 2023

Revised September 2020, February 2021, April 2021, September 2021, March 2022; December 2022; February 2023

CONTENTS

- CHAPTER 1: Overview**
- CHAPTER 2: Membership, Dues, and Benefits**
- CHAPTER 3: Governance**
- CHAPTER 4: Committees**
- CHAPTER 5: Staff Resources**
- CHAPTER 6: Financial Management**
- CHAPTER 7: Elections**
- CHAPTER 8: Sections**
- CHAPTER 9: Chapters**
- CHAPTER 10: Communications and Publications**
- CHAPTER 11: Annual Conference**
- CHAPTER 12: Awards**
- CHAPTER 13: Public Advocacy and Positiontaking**
- CHAPTER 14: International Engagement and Partnerships**

American Society for Public Administration

New Board Welcome Email



From: ASPA CEO

Sent: xxx

To: Incoming and Returning National Council Members

Subject: Welcome to the ASPA National Council and Meeting Dates

Dear Council Members,

On behalf of the team here at the National Office, let me extend a warm welcome to you as the 2023-2024 National Council begins its work year. Whether you are newly elected members or mid-term incumbents, my colleagues and I look forward to working with each of you during what I know will be a strategically-focused, productive and fun year under our new Council leadership.

Our first order of business is to establish the Council's meeting schedule for the upcoming year. In the next day, you will receive an email from a member of our team, seeking your availability for seven meetings, to be held from May 2023 through April 2024. Some will be conducted via Zoom; some will be held in person. Some will be traditional meetings with action items; others will be work sessions; and two be day and a half retreats.

When you receive this email, please pay particular attention to the following:

1. There will be a Doodle poll for each of the seven meetings. Open each link and fill out each poll to indicate your availability for each meeting.
2. All times provided are US Eastern Time.
3. Please do not simply indicate your preferred date/time to meet; that is not useful as we are working to manage the schedules of 22 individuals. Rather, indicate all dates/times for which you are available for each of the meetings. We will finalize the meeting dates and times based on several factors, including the number of Council members indicating availability for each session. We also will ensure that several meetings take time zone differences into consideration.

I look forward to hearing from you soon. The sooner we have your responses, the sooner we can go final with the calendar.

Warm regards,
ASPA CEO

American Speech-Language-Hearing Association
 Leadership Transition Worksheet



COMMITTEE/BOARD INFORMATION

(Please complete one form for each Board/Committee you serve as liaison)

Committee _____

Committee Leadership

Ex Officio	
2024 CBC Chair	
CBC Chair e-mail	

Committee Information

Committee Charge and Composition	
Annual Meeting Schedule	
Issues Impacting Committee Practices	
Advice/Impressions from Outgoing Chair	
Role of the BOD Liaison	

Attach Standard Operating Procedures

Attach 2024 Roster with Terms

Attach Minutes of Last Meeting

American Speech-Language-Hearing Association

Board of Directors Onboarding Process




BOD Onboarding Process

1. Election Results Announced
2. Recommended literature on Generative Discussions email sent to incoming BOD members shortly after Congratulatory letters sent. Webinar on Generative Discussion in ASHA's Leadership Academy as well as internal summary of Generative Discussion. Recommended book to read is Governance As Leadership.
Handout: email and attachments Generative Discussion
3. Face to face 3 hour orientation facilitated by CEO and current President-elect with incoming members and Chief Staff Officers
 - a. Outcomes – ASHA's Governance Structure
 - b. Review Roles and Responsibilities
 - c. ASHA's Organizational Characteristics
 - d. Review Fiduciary Responsibilities
 - e. ASHA's Strategic Planning Process
4. BOD Retreat – Held every year and incoming members attend and are full participants.
5. Small Group Meetings: Incoming Officers/Outgoing Officers/ CSO's/CEO- Discuss orientation to their positions. Key Association Issues reviewed. **Handout: template (Transition form)**
6. Orientation conducted for Presidential team – incoming to current presidential team members.
7. Budget Financial Calibration with CFO – in December – Reviewing their discretionary spending budget
8. Communications Overview – Meet with CSO for Communications. Social Framework, how to respond to things, Social Media rules
9. Online Orientation – COC Process, State Association Outreach Program and Strategic Pathway Overview.
10. Invited to go to November Convention and shadow their outgoing counterparts. Outgoing member will mentor them to end of year.
11. President's support of new members
 - a. Individual calls in January in preparation for first BOD meeting
 - b. Scheduled Office hours throughout year where the president is available for drop in emails or text messages
 - c. Mentors support from previous counterpart and the entire presidential team.

American Child Life Professionals

Board Composition Matrix



ACLP Strategic Board Composition Matrix

Name

First Name Last Name

Prior ACLP Board Experience?

Prior Board Position Role?

Terms on ACLP Board (# of terms)

Specific Years Serving on ACLP Board of Directors

Years' Experience as a CCLS

0-5 years

6-10 years

11-15 years

16-20 years

21+ years

Gender Identity

Male

Female

Non-binary/Non-gender conforming

Prefer not to answer

Geographical Location

- Northeast (CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VT)
- Southeast (AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV)
- Midwest (IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI)
- Southwest (AZ, NM, OK, TX)
- West (AK, CA, CO, HI, ID, MT, NV, OR, UT, WA, WY)
- Canada - Alberta
- Canada - British Columbia
- Canada - Manitoba
- Canada - New Brunswick
- Canada - Newfoundland and Labrador
- Canada - Nova Scotia
- Canada - Ontario
- Canada - Prince Edward Island
- Canada - Quebec
- Canada - Saskatchewan
- Other

Type of Child Life Setting

Large Hospital Program (greater than 15)

Medium Hospital Program (6-15 FTEs)

Small Hospital Program (less than 5 FTEs)

Single Person Program

Community Based Practice, including Private Practice or non-traditional role

Academic Full-time

Academic Adjunct

Race, Ethnicity, and Cultural Identity (Select as many as apply)

African American/Black

Asian/Pacific Islander

Caucasian/White

Hispanic/Latino/Latin X

Indigenous

Areas of Experience (check all that apply)

Academics/Education

Administration/Management

Advocacy/Public Policy

Behavioral/Mental Health

Child Life Program Expansion

Community Based

Diversity, Equity, and Inclusion

EBP/Research

American Child Life Professionals

Board Meeting Evaluation Questions



November 6 & 7, 2023

As part of our ongoing evaluation of our board health, we would like to provide you with the opportunity to provide feedback after each meeting. Your responses will be anonymous, are voluntary and appreciated. The survey will close on Tuesday, November 14 @ 2:00 pm EST.

1. Did we send the right information ahead of time for you to feel prepared for the meeting?

Not at all like us 2 3 4 5 Very much like us

Additional Comments:

2. Did we use Basecamp appropriately for discussion to answer questions ahead of the meeting?

Not at all like us 2 3 4 5 Very much like us

Additional Comments:

3. Did we use the consent agenda well to free space for bigger discussions? (consent agenda refers to the items that do not require board discussion)

Not at all like us 2 3 4 5 Very much like us

Additional Comments

4. Were priority topics given proper time at the full board table to make informed decisions?

Not at all like us 2 3 4 5 Very much like us

If so, what were reasons of appropriateness that should be included in the next board meeting?

5. Did we spend the time well?

Not at all like us 2 3 4 5 Very much like us

Additional Comments:

6. Did you feel your voice and opinions were heard, deemed thought encouraging, appropriate time was provided for discussion, or a clear process was communicated to "park" items for future consideration?

Not at all like us 2 3 4 5 Very much like us

Additional Comments:

7. Do you feel that the board's engagement, in terms of, access of and incorporation into their decisions a wide range of cultural, demographic and program differences with the profession?

Not at all like us 2 3 4 5 Very much like us

Additional Comments:

8. The goals of inclusivity were upheld throughout the meeting.

Not at all like us 2 3 4 5 Very much like us

Additional Comments:

9. ALL voices were given space to support equal idea sharing and contributions to decision making.

Not at all like us 2 3 4 5 Very much like us

Additional Comments:

10. Is there anything we need to do differently?

11. I would welcome a phone call from a member of the Governance Committee to discuss my responses further. If so please provide your contact information below.

Name:

Male/Female: Select gender

Country:

Email Address:

Phone Number:

American Child Life Professionals
Board Orientation Manual

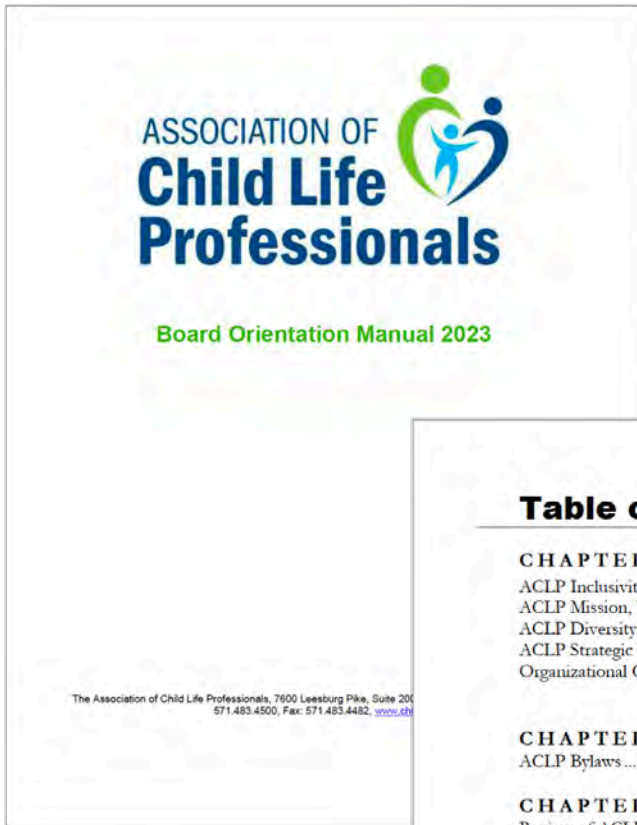


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Association of College and University Housing Officers-International

Board Orientation Session Agendas

acuho-i

Making Campus Home

New Executive Board Member Orientation

Session 1

Tuesday, September 19

3:00 Eastern

Meeting Leaders: Gay Perez, Mary DeNiro

2024 Board Members: Tiffany Bromfield, Olan Garrett, Steve Herndon, Kirsten Kennedy, TJ Logan, Janie

Sacco, Casey Tullos, Marykatherine Woodson

Staff: Holly Stapleton

Agenda:

1. Welcome to the ACUHO-I Executive Board and Onboarding
 - Delighted you have stepped up to serve
 - It is an exciting time to be part of the Association
 - These onboarding sessions are designed to help you
 - Have space to get to know one another
 - Learn about key elements of the Association
 - Feel prepared to serve on the Board
 - Ask Questions!
2. Introductions of new Board Members (Gay)
 - a. Please state your name, institution, year of graduation, and your role in the Association for involvement
 - b. AFTER everyone has introduced themselves, the President will introduce the new Board Members to the Presidency.
 - i. Why are you involved?
 - ii. What impact has it had on you?
 - iii. Other

3. The role of Executive Board (Gay)

State: There are key functions as an Executive Board member. You will be expected to understand; you will be learning a lot about the role of the Executive Board. However, as you start your journey and membership, you will be expected to understand a few fundamentals:

 - a. Provide good governance based on the Association's bylaws
 - b. ACUHO-I is a 501(c)(6), non-profit organization. Understand the fundamental areas of legal and fiduciary responsibility and obedience.

acuho-i

Making Campus Home

New Executive Board Member Orientation

Session 2

Tuesday, October 10, 2023

3:00 Eastern

Meeting Leaders: Gay Perez, Mary DeNiro

2024 Board Members: Tiffany Bromfield, Olan Garrett, Steve Herndon, Kirsten Kennedy, TJ Logan, Janie

Sacco, Casey Tullos, Marykatherine Woodson

Staff: Holly Stapleton

Agenda:

7. Welcome BACK to the ACUHO-I Executive Board Onboarding
 - a. Objectives for today's meeting
 - i. Understand ongoing projects and Initiative
 - ii. Based on what you know thus far, what is a question you have always wondered about the ACUHO-I Executive Board or ACUHO-I?
 - iii. *FOR Fun: Based on membership feedback from spring 2023, what is the most highly rated service at ACUHO-I? DO NOT ANSWER JUST YET. SAVE YOUR ANSWER FOR THE END OF THE SESSION.*
8. But first, a reminder that ACUHO-I is a MEMBERSHIP ORGANIZATION (SLIDE)
 - a. Members are the colleges and universities we serve; the professionals are the users of the products and services
 - b. Campus Housing professionals and ANYONE on that campus has access to the offerings of ACUHO-I.
 - c. Part of your role as an Executive Board member is to encourage membership via your networks, assist the membership director in reaching out to steward members, and sometimes ask people to renew their membership.
 - d. In 2024, we will have about 1,000 colleges and universities and corporate partners as members.
 - e. *Quick fact:* about 28% of our members are in a two or three-year membership
9. A major initiative is the FUTURE OF THE PROFESSION (SLIDE)
 - a. Steve Herndon, an EX-officio member, is the leader of this initiative.
 - b. Ask Steve to give a high-level review of the program
10. Strategic Planning (SLIDE)
 - a. Identifies new or different areas of focus that are important to our members and the profession.
 - b. A time to reflect on what to pause or stop.
 - c. Allows us to understand the unique opportunities or threats to the Association.
 - d. Allows us to connect the dots across programs and years.
 - e. Provides direction for volunteers and staff.

3 of 4

Association of College and University Housing Officers-International

Board Orientation Session Slides



Agenda

- Welcome
- Introductions
- Role of Executive Board Directors
- Onboarding and Orientation: Tools for Success
- November meeting in Columbus

acuho-i



Association of Technology Leaders in Independent Schools

Board Retreat Evaluation

ATLIS 2023 Board Retreat Evaluation

Your feedback about the Board retreat is important to our ongoing development as a board and organization.

** Indicates required question*

1. My knowledge was increased as a result of this retreat. *

Mark only one oval

1 2 3 4 5

Strongly disagree Strongly agree

2. The content was relevant to my professional life. *

Mark only one oval

1 2 3 4 5

Strongly disagree Strongly agree

3. Please rank the following Board Retreat exercises: *

Board onboarding

Mark only one oval

1 2 3 4 5

Not helpful Very helpful

4. Strategic plan update and temperature-taking exercise *

Mark only one oval

1 2 3 4 5

Not helpful Very helpful

5. Governance review with Lowell (reviewing our past progress and revisiting our board values) *

Mark only one oval

1 2 3 4 5

Not helpful Very helpful

6. Board self-evaluation conversation *

Mark only one oval

1 2 3 4 5

Not helpful Very helpful

7. Foresight training and exercises *

Mark only one oval

1 2 3 4 5

Not helpful Very helpful

Untitled Section

Please rank the importance of the following to enhance your board experience:

Association of Technology Leaders in Independent Schools

BoD Orientation Agenda



ATLIS
Association of Technology
Leaders in Independent Schools

ATLIS Board of Directors Meeting Agenda
July 29-30, 2023
Dallas, Texas

Mission: Empowering schools to thrive through technology leadership
Vision: Schools equipped for the future

Supporting Documents:

- [Minutes from the June board meeting](#)
- Current YTD financials (will be posted as soon as available)
 - June 2023 KPI report
 - June 2023 Statement of Financial Position
 - June 2023 Statement from Accountants
- [2022-23 Board Self-Evaluation](#)
- Foresight Works Drivers of Change
 - Overview article: [Why Associations Need Foresight](#)
 - Driver 1: [Changing Information Channels](#)
 - Driver 2: [Ethical Edge of Innovation](#)
 - Driver 3: [DEI](#)
 - Then, choice of one of these:
 - Driver 4: [Supporting Mental Health](#)
 - Driver 5: [Transparent Organizational Ethics](#)

Robert's Rules for Small Boards (the ATLIS way)

The Chair and Secretary will make parliamentary decisions if an issue falls outside procedures. In general, we follow Robert's Rules for Small Boards with the following:

- Members may remain seated but should have the chair's permission to rise if everyone has a chance to speak on an issue before any individual speaks.
- We do require seconds for motions made during meetings.
- Informal discussion is allowed before a motion is made, though the chair begins to formulate.
- If a board-only committee forwards a motion to the board, it can be voted on by motion/second.
- If a committee that includes both board members and non-board members forwards a motion to the board, it must be put on the floor with a motion and a second.



ATLIS
Association of Technology
Leaders in Independent Schools

Rough timeline of meeting

Saturday:

- 8 am CST:** Breakfast and socializing
- 9 am CST:** Welcome, Introductions – Call to Order (Chair), Roll Call (Recording Secretary)
- Noon CST:** Buffet lunch
- 1 pm to 5pm CST:** Meeting
- 6:30 pm CST:** Dinner

Sunday:

- 8 am CST:** Breakfast
- 9 am to noon CST:** Meeting
- Noon CST:** Adjourn, lunch on your own; departures

Board Onboarding (Denise Musselwhite, Board Chair, and Christina Lewellen, Executive Director)

The Board will invest approximately 60-90 minutes on board orientation with time built in for Q&A. This is an important investment in our professional development that will serve us for the entire year.

Board and Governance Evolution – Duty of Foresight (Lowell Aplebaum, Vista Cova, LLC)

Well-known association strategist Lowell Aplebaum will join us once again for a facilitated discussion focused on best practices in governance. He will spend some time reflecting on our governance progress thus far, including a review of the outcomes of the last retreat. Then, this year, we will dive into the importance of foresight in our strategic work. This effort is unlikely to result in a long list of deliverables; the goal for this work is to evolve with a stronger skillset to bring to the table as leaders of ATLIS.

Approval of Minutes - June 2023 (Chair)

The chair will call for a motion to approve the [minutes from the June 2023 meeting](#).

Association of Technology Leaders in Independent Schools

Role of the Board Member Guide



Role of the ATLIS Board Member

Mission: Empowering schools to thrive through technology leadership

Vision: Schools equipped for the future

Length of Term: 3 years with a 2-term limit

The work of the ATLIS board focuses on setting the vision for the association and planning strategically for its long-term success.

ATLIS seeks board members who bring a strategic mindset to the work of charting the association's course for the future. The ideal board member will embody **many** of the following qualities:

- A thought partner who contributes a spirit of continuous innovation, cooperation, and creativity toward the welfare and strategic growth of the association
- Commitment to the long-term viability of the association through understanding the financial management and budgeting principles necessary to sustain its growth
- The desire to build partnerships in the broader community and with other organizations with the goal of promoting, communicating, and sustaining ATLIS's vision
- Team orientation and personal integrity: the ability to communicate, listen, and influence, along with the capacity to build strong relationships and set aside personal preferences and opinions for the good of the organization
- A broad understanding of the complex role of technology leadership in independent schools and the impact of national and global trends in the industry and educational practices.

General Requirements:

- Commitment to the organization's mission
- Familiarity with the organization's programs, policies, and operations
- Active participation in board meetings and on committees
- Financial commitment as outlined in the ATLIS financial policies
- Board members are expected to attend and fully participate in the ATLIS Annual Conference, as it is the largest in-person event of the year and gives board members unique insights and opportunities to interact with the membership they represent.

Time Demands (approximate):

- Five virtual board meetings throughout the year: each approximately 2 hours in length
- Committee meetings and related work: 1-3 hours per month as determined by the committee



Association of Technology Leaders in Independent Schools

Strategic Update Deck



2023 ATLiS
annual conference
grand rapids, michigan
— april 30 - may 3 —

Strategic Update July 2023

Christina Lewellen, MBA, CAE
Executive Director



ATLiS EQUIPPED FOR THE FUTURE STRATEGIC PLAN

VISION: Empowering schools to thrive through technology leadership
MISSION: Schools equipped for the future

ATLiS IS THE EXPERT.	ATLiS IS A MENTOR.	ATLiS IS A RESOURCE.
ATLiS is recognized as the key source of technology information for school technology teams .	ATLiS produces industry-leading professional development to support technology in independent schools.	The "Body of Knowledge" (BOK) empowers technology leaders to better serve their schools and constituents.
ATLiS is recognized as the key source of technology information for the leadership team and board of a school .	ATLiS facilitates thought leadership and collaboration from across the entire independent school ecosystem.	The ATLiS BOK evolves to reflect a whole-school philosophy.
ATLiS is recognized as the key source of technology information for independent school industry .	Independent school associations, other organizations serving the independent school community, and the broader association community turn to ATLiS for accurate, expert programming.	The ATLiS BOK is the primary source of technology-related information for the independent school industry.

Across all dimensions of its practice, ATLiS consistently demonstrates its commitment to creating a diverse and inclusive association.

PLAN SUCCESS MEASURES

- Monitor the time, quality, and breadth of the ATLiS Body of Knowledge (BOK), which includes the Association's professional development offerings, to monitor growth among its three pillars that fortify its core: the leadership of independent schools, and the broader independent school community.
- Track satisfaction, consistency among technology leaders by monitoring member engagement and CEO letters, assessing a satisfaction index for each study or resource.
- Grow growth and engagement in the number of national (one and digital) programs that address ATLiS members' technology needs (practice).
- Optimize growth and use of ATLiS being sought out for its expertise and engagement with school leadership.
- Expand ATLiS membership opportunities and demonstrate increased fee community of independent schools the Association serves.

www.TheATLiS.org

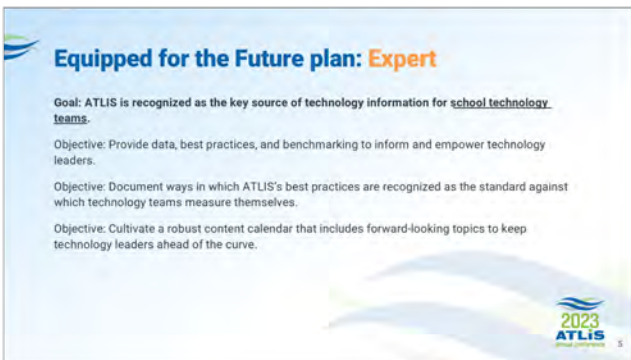


Role of the budget

Tecker International, LLC (www.tecker.com)

<p>Strategic Planning</p> <ul style="list-style-type: none"> Longer-term Driven by the vision Responsive to external environment Alignment of programs and services Establishes a direction Leadership is accountable 	<p>Operational Planning</p> <ul style="list-style-type: none"> Annual planning Driven by the strategic plan and ongoing operations Improvements on existing programs and services Establishes work priorities Staff and volunteer work groups are accountable
--	---

BUDGET



Equipped for the Future plan: Expert

Goal: ATLiS is recognized as the key source of technology information for **school technology teams**.

Objective: Provide data, best practices, and benchmarking to inform and empower technology leaders.

Objective: Document ways in which ATLiS's best practices are recognized as the standard against which technology teams measure themselves.

Objective: Cultivate a robust content calendar that includes forward-looking topics to keep technology leaders ahead of the curve.




Equipped for the Future plan: Expert

FY22 Accomplishments:

- Design, peer review, and publication of ATLiS360 Companion Manual
- Data-heavy resources: 3rd compensation report, cyber recs update, cyber insurance guidelines
- Developed a technology leader toolkit, promoted to HOSs
- Redesigned how we offer cybersecurity to industry organizations (rebate partnerships)
- ATLiS "road show" shift to HOS/business officer-specific themes
- Accreditation feature to endorse "strategic and generative discussions pertaining to technology"
- Stronger partnership with ISTE, COSN, K12Six
- Partnership with CIRIS for IR track in Orlando

Associations North

Board Member Promise and Self Assessment



Board Member Promise

As a member of the Associations North board, I commit to uphold the following principles and responsibilities in service to our organization:

Networking: I will serve as a champion for Associations North, committing to forge strong connections, build meaningful relationships, and cultivate networks that amplify our organization's reach and impact. I will use my professional and personal network to extend the influence of Associations North, recognizing the significant role networking plays in our collective success.

Marketing: I will be a strong voice promoting Associations North's mission and value proposition. I will articulate our purpose, goals, and achievements, enhancing our visibility and reputation within our community and beyond. I will represent our organization with integrity and enthusiasm, ensuring our message resonates with our current and potential stakeholders.


Resource Allocation: I will work to empower and support the CEO of Associations North to focus and prioritize high-value strategic priorities that will sustain our organization for the future. I will participate in informed and thoughtful decision making regarding the use of our resources, keeping our long-term objectives in mind.


Strategic Partnership: I will leverage my experience and resources to enhance our strategic partnership efforts. I understand the value of collaboration and will work to identify, establish, and nurture strategic partnerships that serve our mission and support our growth. These are both financial and sweat-equity partnerships.

Visioning: I will utilize my expertise to provide strategies, insight, and solutions that advance our outreach and inreach networks. I will actively participate in board discussions and decisions, contributing to the strategic direction of Associations North. I will aim to further our organizational goals while continually seeking ways to enhance the value we provide to our members.

By signing the Associations North Board Promise, I affirm my commitment to these principles, my role as a steward of Associations North and pledging to act in the best interests of our organization, our members, and our mission.

Board Member Signature Date





TODAY'S DATE **MY SCORE**
Five - Needs Improvement → 5 - Excellent

FIST 2 FIVE: BOARD PULSE	<p>NETWORKING: I will serve as a champion for Associations North, committing to forge strong connections, build meaningful relationships, and cultivate networks that amplify our organization's reach and impact. I will use my professional and personal network to extend the influence of Associations North, recognizing the significant role networking plays in our collective success.</p>	<input style="width: 100%; height: 100%;" type="text"/>
	<p>MARKETING: I will be a strong voice promoting Associations North's mission and value proposition. I will articulate our purpose, goals, and achievements, enhancing our visibility and reputation within our community and beyond. I will represent our organization with integrity and enthusiasm, ensuring our message resonates with our current and potential stakeholders.</p>	<input style="width: 100%; height: 100%;" type="text"/>
	<p>RESOURCE ALLOCATION: I will work to empower and support the CEO of Associations North to focus and prioritize high-value strategic priorities that will sustain our organization for the future. I will participate in informed and thoughtful decision making regarding the use of our resources, keeping our long-term objectives in mind.</p>	<input style="width: 100%; height: 100%;" type="text"/>
	<p>STRATEGIC PARTNERSHIP: I will leverage my experience and resources to enhance our strategic partnership efforts. I understand the value of collaboration and will work to identify, establish, and nurture strategic partnerships that serve our mission and support our growth. These are both financial and sweat-equity partnerships.</p>	<input style="width: 100%; height: 100%;" type="text"/>
	<p>VISIONING: I will utilize my expertise to provide strategies, insight, and solutions that advance our outreach and inreach networks. I will actively participate in board discussions and decisions, contributing to the vision and strategic direction of Associations North. I will aim to further our organizational goals while continually seeking ways to enhance the value we provide to our members.</p>	<input style="width: 100%; height: 100%;" type="text"/>

Associations North

Board Roles and Commitment



BOARD OF DIRECTORS ROLE & COMMITMENT

Board members serve as front-line champions and represent the association management profession and Associations North. Board members interact with the association community in Minnesota, North Dakota and South Dakota and build high quality relationships with members and industry professionals.

As a board member, your role includes:

- Setting the direction for the association: perform strategic and organizational planning, promote a positive public image and supports Associations North mission and vision
- Ensuring wise use of association resources: hire capable and financial management
- Recognizing and anticipating industry opportunities and
- Resource development: Serve as active advocates for securing financial resources and partnerships necessary

Knowledge

The ideal board member possesses the following knowledge and

- Familiar with Associations North mission, vision, value
- Understand the Board of Director's role in governing A
- Understanding of Associations North programs, service
- Understanding of the needs of Associations North member
- Knowledge of the distinct roles and responsibilities of

Skills

Strategic Thinking

- Ability to keep the big picture in mind
- Ability to be goal and future oriented
- Ability to think critically, ask questions, and challenge
- Ability to understand issues from different perspective
- Ability to understand and process large amounts of information

Communication

- Ability to articulate ideas, opinions, rationales, and conclusions
- Ability to effectively communicate with a diverse team orally and in writing
- Ability to speak in front of small and large groups using with a professional demeanor
- Ability to achieve practical consensus in group discussions
- Ability to advocate for the profession and its members

Decision Making

- Ability to use logic and reasoning to identify issues as well as the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems
- Ability to make informed decisions efficiently and take action when needed
- Ability to be objective at all times about what is best for the whole of the Association

Collaboration

- Ability to effectively collaborate with Associations North Co-Directors, board members, and staff
- Ability to work independently as required
- Ability to interact with other board members in a group setting, both contributing to discussions, and valuing the contributions of all members

Analytical Skills

- Ability to understand and analyze financial reports
- Ability to review and analyze proposed budgets in light of association resources, strategic goals, and priorities
- Ability to analyze reports from committees and task forces

Experience

- A variety leadership experiences within the profession
- Leadership experience within Associations North task forces or committees
- Experience interacting with diverse professionals
- Ability to appreciate and embrace diversity of thought

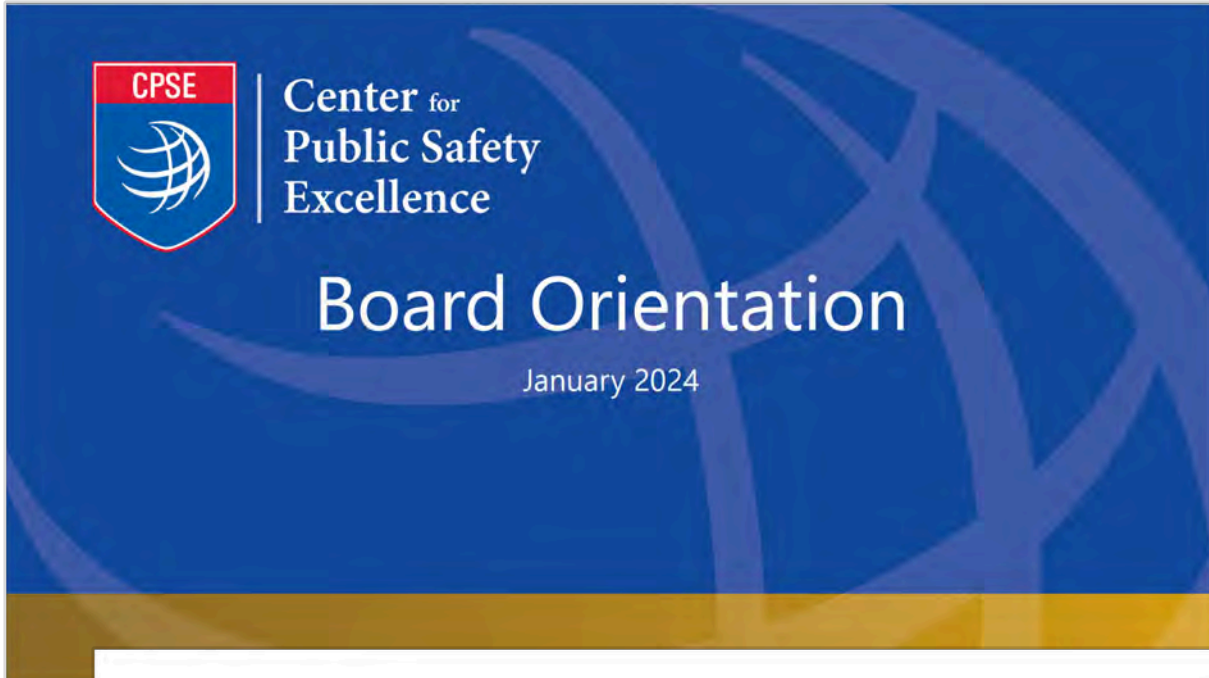
Commitment

Board members serve a three-year term (max two terms), meet 4-6 times annually and are committed to:

- Prepare for all meetings in advance of meetings and come prepared for thoughtful, high-level, strategic participation and conversation
- Attend key events throughout the year including, but not limited to:
 - Meetup Groups, Annual Meeting & Expo, Golf Classic, Leadership Conference and Holiday Celebration and Silent Auction
- Support from employer regarding time and financial commitment to serve as on Associations North Board of Directors. Examples include, but are not limited to:
 - Making a monetary or item donation to silent auction
 - Assisting with non-member outreach and prospecting
 - Thanking exhibitors for support of Associations North
 - Supporting sponsorship participation with thank you visit, call or other outreach efforts
 - Participating on one or more committees or task forces
 - Contributing to Focus North with editorial content or identify potential authors
 - Presenting an educational session or recommend industry experts
- Value teamwork and consensus. Decisions made at board meetings are based on facts, discussion and research. Accept accountability for group decisions so that the Board of Directors speaks with one voice
- Maintain confidentiality
- Continue to promote the mission of Associations North
- Willingness to develop and identify future leaders
- Avoid conflicts of interest
- Act morally and ethically in accordance with the values of Associations North
- Efficiently use technology to respond to online communications (emails, web meetings, conference calls)

Center for Public Safety Excellence

Board Orientation Slides



Agenda

- Governance Overview
- Strategic Plan
- Legal Overview
 - Confidentiality & Conflict of Interest
 - Intellectual Property
- Financial Overview
- Org Chart
- Programs
 - CFAI
 - CPC
 - TAP
 - CPSE University
- Consortia
- Communications
- Landmines
- Questions



Leading the Fire and Emergency Service to Excellence

New Incoming Board Director Orientation

September 25, 2023

Agenda

- Association Overview
- Board Member Roles and Expectations
- Meeting Schedule and Key Dates
- Director Participation
- BoardEffect Tool
- CAR Strategic Plan
- Association Finances
- Media, Communications, Events, Social Media
- Director Tools and Resources
- Antitrust Policy



Club Management Association of America

Board Orientation Agenda



**CLUB
MANAGEMENT
ASSOCIATION
of AMERICA**

Sunday, January 7

Joe Mendez to arrive/check in, head to CMAA HQ to meet @ 4:30 pm (lunch with Jeff if Joe arrives early)

- 4:30 - 5:15 p.m. CMAA Executive Team briefing with Joe (incoming Chair) – 2024 focus areas and upcoming year
- 5:45 - 6:15 p.m. CMAA Executive Team & Joe join Judy and Charles (new board members) at hotel to walk/ride share to dinner
- 6:30 - 8:30 p.m. Dinner at **TBD**

Monday, January 8

- 7:00 - 7:30 a.m. Communications responsibilities for the Chair [*Joe, Jeff, and Melissa Low only*]
- 7:30 - 8:00 a.m. Continental breakfast at CMAA HQ – *Joe, Judy, Charles, Jeff, and available Executive Team* (Board Roles, Strategic Plan, Financial Overview)
- 8:00 - 8:15 a.m. Administrative Overview (Board expenses, what's covered, etc.)
- 8:15 - 10:15 a.m. Membership Operations & Engagement
 - Member/Chapter Relations
 - Business/Corporate Relations
 - Communications/Advocacy
 - CMAA Meetings & Events

BREAK

- 10:30 - 11:00 a.m. Information Technology
- 11:00 – 12:00 p.m. Professional Development
- 12:00 - 12:30 p.m. Finance & Accounting & Club Foundation
- 12:30 - 1:00 p.m. CMAA Office Tour
- 1:00 – 2:30 p.m. Lunch with CMAA staff team
- 2:30 p.m. Members head to airport/home

Council on Undergraduate Research

BoD Roles and Responsibilities



Board of Directors

Charge:

The Board of Directors (BoD) is the highest governance leadership body of CUR. Directors are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the nonprofit has adequate resources to advance its mission. (Council of Nonprofits) Each Director has three primary legal dues: duty of care, duty of loyalty, and duty of obedience.

- Duty of Care** — Each board member has a legal responsibility to participate actively in making decisions on behalf of the organization and to exercise their best judgment while doing so.
- Duty of Loyalty** — Each board member must put the interests of the organization before their personal and professional interests when acting on behalf of the organization in a decision-making capacity. The organization's needs come first.
- Duty of Obedience** — Board members bear the legal responsibility of ensuring that the organization complies with the applicable federal, state, and local laws and adheres to its mission. <https://boardsource.org/fundamental-topics-of-nonprofit-board-service/roles-responsibilities/>

Additional responsibilities include:

- Prepare for, attend, and fully participate in board meetings.
- Determine mission and vision of the organization.
- Guide strategic vision.
- Ensure fiduciary oversight and financial management.
- Serve as organizational ambassador.
- Engage in securing partnership advancement of CUR and its reputation.
- Select and evaluate the performance of the Executive Officer.
- Enhance the public image of CUR.
- Monitor and assess performance of the organization.
- Engage fully in all BoD assignments.

Deliverables/Timeline:

- The BoD meets on a quarterly scheduled meeting.
- Each June there is an in-person meeting.
- Directors are assigned to various meeting schedules. Specific details are provided in the meeting calendar.
- Board members are expected to attend the annual awards ceremony, STR

Composition:

When fully transitioned the BoD will be composed of:

- Treasurer
- President Elect
- President
- Immediate Past President
- Directors (9)


Staff Liaison:

Executive Officer

Policies: Failure to adhere to these policies could result in removal from the BoD, at the discretion of the Executive Committee.

- Serving on the BoD requires active participation. Failure to participate in BoD obligations or violations of the CUR Code of Conduct, Code of Ethics, Confidentiality or Conflict of interest policies can result in removal from the committee.
- Preparedness and regular attendance is necessary to uphold fiduciary responsibilities. BoD members are required to attend all board meetings. Any absences beyond 25% of the Board meetings over the course of the year could be subject to removal. If you anticipate missing a meeting, please inform the President at least 10 days in advance to ensure that the meeting can be conducted. The Executive Committee will review requests for exceptions.
- Maintain confidentiality about all internal CUR matters.
- Speak in a single voice regarding board decisions.
- Operate by the CUR Meeting Parameters.
- Operate within CUR's values.

CUR Meeting Parameters: Developing a Community of Learners



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Directors Roles Include:

- Be responsive and problem-solving member of the BoD. Dedicate significant time and energy to CUR business needs and planning, coming prepared to all meetings.
- With entire BoD ensures legal risk is mitigated, finances are sound and handled responsibly.
 - Act wholly on behalf of moving the organization forward and supporting strategic and financial interests of CUR, eliminating any conflict of interest or personal gain from actions during time in leadership role.
 - Assess risk, opportunities, and threats to the organization and bring to the BoD accordingly.
- Serve on BoD subcommittees, task forces, and working groups as appointed.
- BoD has oversight and responsibility for the overall governance structure, leadership pipeline, and governing documents of the organization.
- Holds responsibility for organizational strategy and progress.
- Assume necessary travel expenses for required in-person attendance.
- Commit to a total of three years in this position.
- Maintain active CUR membership.
- Serve as an ambassador of CUR through participation at external events.
- Represent the BoD and CUR leadership through participation at CUR activities.
- Assures ongoing recruitment, development, and contributions of BoD members.

Dues of the Treasurer: in addition to Director's roles

- Consults with the Executive Officer to accept, invest, and disburse funds as authorized by the BoD.
- Serve as chair of the Finance Committee to assist the board in achieving CUR's strategic priorities by monitoring the financial condition and financial strategy of the organization.
- Serves as a member of the Executive Committee.
- Verifies an accurate account of the financial state of CUR as maintained by the NO.
- Provides updates on organizational fiscal standing.
- Collaborates with the Executive Officer to prepare the budget presentation board meetings.
- Serve on the Council.

Dues of the President-Elect: in addition to Director's roles

- Serve on the Council.
- Serves as a member of the Executive Committee.
- Performs duties as assigned by the President and CUR Bylaws
- Prepares to assume the office of President; this may include self-directed activities to address organizational areas that are unfamiliar.
- Attends leadership training prior to the beginning of their presidential year with the Executive Committee
- Assuming the dues of the President in the temporary absence of the President

Council on Undergraduate Research

New President Onboarding Slides

President Onboarding Meeting

May 23, 2023

W

Table of Contents

- ▶ CUR Core Values and Strategic Goals
- ▶ How We Work Together
- ▶ President Responsibilities
- ▶ Important Dates (redacted)
- ▶ Key Issues (redacted)
- ▶ Governance Updates (redacted)
- ▶ National Office Team Members and Values (redacted)
- ▶ Board Member Roster (redacted)
- ▶ Committee Leadership and Charges (redacted)
- ▶ Key Document Links (redacted)

WE ARE CUR



Eye Bank Association of America

Board Member Expectations and Position Descriptions



Board of Directors Expectations and Position Descriptions

Summary

All board members, regardless of their position or role, will be expected to perform certain duties and fulfill certain expectations, both individually and as a group. These responsibilities ensure the association's successful functioning and continued relevance to our members and our profession.

Duties

- Manage Board human resources:
 - Strategic selection of board members
 - Board member development
- Set EBAA's strategic direction
- Ensure adequate resources:
 - Financial
 - Human
 - Structural
- Conduct performance oversight:
 - Programmatic
 - Financial
 - Strategic
- Advise and support President & CEO
- Approve termination and hiring of President

Expectations

- Represent and make decisions based on the profession, rather than those of a specific organization
- Be informed and knowledgeable about the programs
- Arrive prepared for Board meetings, having materials
- Review and understand organization's financial statements
- Attend and participate in all Board meetings
- Serve on assigned Board committees
- Promote the organization within and outside the profession
- Follow conflict of interest and confidentiality policies

Desired Attributes

- Balance of strategic and analytical thinking
- Strong leadership/motivational skills

Treasurer Role

- Chairs the Finance Committee
- Works with President & CEO and finance director to develop annual budget; monitors and reports on significant deviations from the budget.
- Works with President & CEO, finance director and investment advisor to ensure that association's reserve funds are invested according to the approved investment policy
- Has legal custody of corporate funds
- Reports on transactions and the association's financial condition; provides to the board an annual audit of the association's financial condition.
- Performs other appropriate functions as requested by board

Desired Attributes

- Strong organizational skills
- Written and verbal communications skills
- Analytical skills and ability to translate analysis into action plans
- Familiarity with not-for-profit accounting and financial principles

Position Description: Speaker of the House

Summary

The Speaker of the House serves as the House of Delegates' representative on the Board of Directors. He/she communicates board action to the membership, and solicits and shares with the board the members' responses and concerns.

Duties

- Chairs and facilitates House of Delegates meetings; calls special meetings of the House of Delegates as necessary
- Works with Chair and President & CEO to prepare agendas for HOD meetings
- Serves as a full member on the Board of Directors and acts as liaison between board and House of Delegates
- Works with the President & CEO to ensure HOD resolutions and inquiries are addressed
- Provides regular reports of Board meetings to HOD representatives
- Actively solicits recommendations and comments from HOD representatives and effectively represents these issues to the Board of Directors
- Serves on the Governance Committee

Desired Attributes

- Strong communications skills
- Ability to coalesce the Board of Directors' deliberations and actions into a clear description of its processes and actions.
- Ability to synthesize diverse viewpoints into a coherent vision of the members' needs, concerns and expectations.
- Meeting facilitation skills
- Relationship building skills

Position Description: At-Large Director

Summary

International Sign Association

Board Meeting Survey



ISA Board Meeting Survey

July 2023 Meeting Evaluation, Quebec City

Please take a few minutes to provide an evaluation of the July 2023 Board of Directors meeting in Quebec City. The survey should take 5-10 minutes or less and the results will help us continue to improve ISA's meetings. Thank you!

1=do not agree at all

5=agree completely

A. The location and venue for the meeting met or exceeded expectations.

1 2 3 4 5

B. ISA's communications prior to the meeting were clear and helpful for making all necessary travel arrangements.

1 2 3 4 5

C. The meeting content and agenda focused on things that matter.

1 2 3 4 5

D. There was an appropriate balance of ISA-related work and relaxed/fun opportunities to get to know one another.

1 2 3 4 5

E. I felt I had opportunities to personally contribute to the discussions.

1 2 3 4 5

F. Do you have any suggestions on how we can improve a future Board meetings?

G. This survey is confidential; however, if you wish to include your name for follow-up you are welcome to do so here.

International Sign Association

Board Orientation and Refresh Slides (with speaker notes)

ISA Board of Directors
January 26, 2023

SIGNS MEAN BUSINESS

Life Cycle of a Budget

July	August	September	October
Priorities identified by BOD	Compiled by Staff	Presentation to Budget Committee	Presentation to BOD

Presenter Notes Nov 15

LISA
Because staff can't create a meaningful budget without knowing the organization's priorities, the process actually begins at THIS meeting with the Leadership Congress identifying issues and concerns. By the July meeting, the board has crystallized and documented the priorities to be included in the budget. The Budget Committee is made up of both the Finance Committee and the Executive Committee.

Add a reply

INTERNATIONAL SIGN ASSOCIATION www.signs.org

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International Sign Association

Leadership Job Descriptions

JOB DESCRIPTION

International Sign Association Board of Directors and Steering Committees For Terms Beginning January 2024

The ISA Board is seeking board and leadership candidates who are representative of the sign, graphics, and visual communications industry, and who reflect a diversity of age, viewpoint, gender, ethnicity, geography, and industry expertise.

Nominations are being solicited for elected leadership positions on the ISA Board and Steering Committees.

Time and resource commitment: Individuals elected to a leadership role are expected to participate in, and be prepared for, ISA meetings. At a minimum, leadership service involves the following time and resource commitments:

- Board members are expected to attend four (4) in-person Board meetings per year, generally a 2-3-day commitment, depending on location. Occasional virtual meetings may also be convened if needed. Board members are elected for one 3-year term, up to a maximum of two terms. Board members also may be called upon to serve on committee(s) or task force(s) as needed.
- Steering Committee members are expected to attend one (1) in-person Leadership Congress event per year, typically in late January or early February, generally a 2-3-day commitment, and one or two virtual meetings per year. Steering Committee members are elected for one 2-year term, up to a maximum of two terms. Steering Committee members also may be called upon to serve on committee(s) or task force(s) as needed.
- Board and Steering Committee members are expected to annually contribute financially to the Sign Research Foundation, ISA's charitable research arm.
- ISA may reimburse elected leaders for a portion of travel expenses associated with official Board and Steering Committee meetings.

Desired attributes: Individuals involved in ISA leadership should exhibit all or most of the following characteristics:

- *Industry knowledge:* A broad understanding of the full scope of the sign, graphics, and visual communications industry, as well as insights into the technological innovations driving the industry.
- *Industry passion:* A resolute commitment to industry service and being an "evangelist" for ISA.
- *Future-focused:* A demonstrated openness to exploring new ideas to move ISA forward.
- *Positive role model:* The ability to lead by example and to serve in whatever capacity is needed, such as mentoring others or speaking up as needed to further ISA's best interests.
- *Strategic change agent:* An ability to think outside one's individual experiences and seek a larger, more global, perspective.
- *Inquisitive listener:* An innate desire to learn, ask provocative questions, and listen intently to differing points of view.
- *Open-mindedness:* A willingness to consider and understand wide-ranging diverse individuals, interests, and backgrounds.

Elected leaders, according to policy and legal requirements, must:

- Be a current ISA member in good standing.
- Comply with all applicable federal and state laws pertaining to leadership service and be faithful to the mission of ISA.
- Support the mission and strategic plans of the Association, promote a positive public image of the Association and its Foundation, act as a fiduciary to the Association, and perform in good faith in the Association's best interest at all times.
- Follow and comply with Board-approved policies (i.e., anti-trust, travel reimbursement, harassment, conflict of interest, confidentiality, spokespersons, etc.).

Lamaze International
Board Orientation Slides

Lamaze
INTERNATIONAL

NEW BOARD MEMBER ORIENTATION

January 11, 2024

Trusted leader from pregnancy to parenthood

www.lamaze.org

1

High Performing

→ ←

Passive	Verifying	Engaged	Intervening	Operating
<ul style="list-style-type: none"> Operates only at the discretion of the Executive Director Limited participation and accountability 	<ul style="list-style-type: none"> Functions to verify the actions of the board to members or stakeholders 	<ul style="list-style-type: none"> Focuses on strategic direction and organization performance Provides insight, advice and support to the Executive Director 	<ul style="list-style-type: none"> Convenes frequent, intense meetings, often on short notice 	<ul style="list-style-type: none"> Makes all key decisions

©Source: Adapted from "Building Better Boards" Harvard Business Review

PRACTICAL STEPS FOR BOARD SERVICE

- Drive to participate on all scheduled Board teleconferences and attend the annual in-person meeting of Board
- Study and understand the mission statement, bylaws, policies and goals
- Review agendas and supporting documents prior to meetings
- Stay current on issues and trends impacting the organization and the membership
- Recognize the importance of confidentiality of documents and decisions
- Never hesitate to contact the Association staff on any matter
- Make contributions, assist with fund raising, and promote the organization to others
- Respond to emails in a timely manner. At least weekly, but at times more often.

www.lamaze.org

LAMAZE STRATEGIC FRAMEWORK

Lamaze Ahead Strategic Priorities 2023-2024

3rd Quarter Update

MISSION, VISION AND GOALS	OPERATIONAL STRATEGIES, PRIORITIES & INITIATIVES	PROGRAMS, SERVICES AND PRODUCTS	BOARD OPERATIONS
<ul style="list-style-type: none"> Four new associate level positions for the General Equity, Equity, and International Programs Completed 2023-2024 Board Member Election in June Board and Staff completed the 2023-2024 Strategic Plan in March 2023 Completed 2023-2024 Board Member Election in June 	<ul style="list-style-type: none"> WGA continues to engage general members in early to mid-level committees and projects Completed and in an effort to support research, the 2023-2024 Strategic Plan was presented to the Board and approved by the Board in March 2023 	<ul style="list-style-type: none"> The launch of 2023-2024 Board operations through various working groups, an 2023-2024 President, and 2023-2024 Executive Director The Board and Executive Director have been working on the 2023-2024 Strategic Plan The Board and Executive Director have been working on the 2023-2024 Strategic Plan 	<ul style="list-style-type: none"> Review of Election and Board Operations Review of Board Operations Review of Board Operations

Lamaze is committed to its adherence to the highest standards of ethical and legal conduct in all its activities.

HEADQUARTERS STRUCTURE

Smithbucklin is the Association Management and Professional Services company contracted by Lamaze International.

- Founded in 1949, employee-owned
- Visit: www.smithbucklin.com
- Lamaze International Headquarters
 - Lamaze Headquarters Staff are employed by Smithbucklin
 - Headquarters office is located within the Smithbucklin offices: 2001 K St NW, Third Floor North, Washington, DC 20006
- Smithbucklin – Associations make the world a better place. For 70 years and counting, Smithbucklin has been a trusted steward for our association, society, and community partners, deeply vested in each one's purpose, goals, values, and long-term success.

www.lamaze.org

Lamaze International

New Board Member Interview Questions



Board Interview Questions:

ED conducts 1:1 meetings asking these questions and documenting the compiled and reported responses. Helps ED understand each board member's thoughts regarding the organization.

How did you come to be a birth educator and involved with Lamaze?

What would YOU say is the "value" of Lamaze?

In a perfect world, what would you like to see the organization achieve/be?

What do you believe is the greatest threat to the organization?

What 2 or 3 things you think the executive director should tackle for the organization?

Lamaze International

Treasurer Orientation and Duties Slides



Lamaze Treasurer Duties Overview

December 14, 2023

www.lamaze.org

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TREASURER DUTIES AND RESPONSIBILITIES

- Responsible for overseeing the association's financial stability
- Work with the executive director, finance and audit committees to develop and implement the group's financial policies and procedures
- Review invoices according to established policies
- Work collaboratively with the executive director on budget preparation
- Work with the executive director and accounting services to recommend investment strategies
- Monitor the financial condition of the association to the Board of Directors
- Lead the finance and audit committees to ensure an independent audit and tax filing is completed each year



www.lamaze.org

OPERATING BUDGET

- A budget is a prediction of future financial performance – expenses, revenues, and cash flows.
- It is important because it is used to make decisions.
- A budget needs to be approved (voted on) by the entire Board of Directors and the standard is that it shouldn't change during the fiscal year; updates should be reflected in the quarterly forecasts.
- Budget exceptions are possible for new or unexpected expenses not included in the approved budget.

www.lamaze.org

QUESTIONS TO CONSIDER

- Is our cash flow projected to be adequate?
- Are our expenses appropriate?
- Do we have sufficient reserves?
- Are any specific expense areas rising faster than their sources of income?
- Are we regularly comparing our financial activity with what we have budgeted?
- Is the financial plan consistent with the strategic plan?
- Are we discussing risk mitigation?
- Are we considering revenue streams, diversification and growth?

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HOW TO READ THE STATEMENT OF ACTIVITIES (SOA)

This section includes the funds received and paid in the current month

This section includes the funds received and paid for the full year against the calendarized budget

	Current Month		Year to Date		Variance	Annual Budget
	Actual	Budget	Actual	Budget		
Operations						
Revenue						
0197-145-3200-0000 Online Course Fees	10,190.20	12,000.00	115,299.97	126,000.00	(10,700.13)	150,000.00
Total Revenue	10,190.20	12,000.00	115,299.97	126,000.00	(10,700.13)	150,000.00
Expenses						
0197-145-4350-0000 Online Learning Platform	1,984.50	1,984.50	19,845.00	19,845.00	0.00	23,814.00
0197-145-4700-0000 Affiliate Payouts	0.00	0.00	345.92	328.92	328.92	345.92
0197-145-7030-0000 Marketing and Communications Services	542.75	0.00	11,975.00	3,208.50	3,208.50	14,350.00
0197-145-8990-0000 Printing	0.00	0.00	0.00	0.00	(35.75)	0.00
0197-145-9620-0000 Membership and Operations Services	1,550.75	0.00	14,265.00	14,215.00	14,215.00	18,000.00
0197-145-9620-0000 SME Consultant Fees	0.00	0.00	21,000.00	21,000.00	21,000.00	21,000.00
Total Expenses	4,127.95	1,984.50	67,350.92	20,315.60	20,315.60	77,409.92
Net Change in Net Assets - Operations	6,062.25	10,015.50	47,949.05	105,684.40	9,416.55	72,590.08
Non Operations						
Net Change in Net Assets	6,062.25	10,015.50	47,949.05	105,684.40	9,416.55	72,590.08


Variance column is difference to calendarized budget not full yet Budget



MEa LEARNING EMPOWERS™


Board Orientation | October 2022

1




Board Expectations

- Board members should be knowledgeable regarding:
 - MEa Energy Association **By-Laws**
 - MEa Energy Association **Board Committee Charters**
 - MEa Energy Association **financials and investment policy**
 - MEa Energy Association **current**



The Impact

Energetic Women is nationally recognized as a professional and leadership development resource.

<p>ENERGETIC WOMEN IS KNOWN THROUGHOUT</p>  <p>730</p> <p>utilities and businesses that support the energy industry.</p>	<p>OVER THE PAST 11 YEARS, THE CONFERENCE HAS SERVED</p>  <p>4,000+</p> <p>professionals from energy companies and firms across the country.</p>	<p>76%</p> <p>of conference attendees reported having transitioned to a leadership role in the last five years.</p>	<p>92%</p> <p>of conference attendees reported having made a valuable connection with a peer, mentor, or leader from outside their company.</p>
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Minnesota Academy of Family Physicians

Board Member Agreement Form



MAFP Board of Directors Agreement

Minnesota Academy of Family Physicians

Board of Directors Agreement

As a member of the MAFP Board of Directors, I will:


1. Be fully supportive of the MAFP's vision, mission and strategic plan.
2. Attend and participate in the Board of Directors and House of Delegates deliberations.
3. Be actively engaged in the MAFP's work and be responsible for all preparations necessary to make informed decisions.
4. Represent my chapter or constituency at Board of Directors meetings and bring their recommendations to the attention of the Board.
5. Ensure that the needs of the membership are met, recruit new members or contact members of my constituency who may be dropped for non-payment of dues or not fulfilling CME requirements.
6. Approve and evaluate programs and projects of the MAFP.
7. Plan the future direction of the MAFP.
8. Consider, approve and follow MAFP policies.
9. Approve and monitor the annual budget.
10. Provide reports on Board actions to my constituency.
11. Use my own initiative and position to activate and strengthen my constituency if they become inactive.
12. Refrain from using my position on the Board for my own personal advantage or the advantages of any special interests inside or outside of the MAFP.

Signature: _____

Date: _____


Minnesota Academy of Family Physicians

Board of Director Orientation Slides



MINNESOTA ACADEMY OF FAMILY PHYSICIANS

BOARD ORIENTATION



MAFP MEMBERSHIP (as of 7/1/2023)

2,974 MEMBERS

- 2,022 Active (actively practicing)
- 191 Student (in medical school)
- 212 Resident (in residency)
- 498 Life (retired or age 70+)
- 48 Inactive (retired or temporarily not practicing)
- 3 Supporting (physicians of other specialties)

DEMOGRAPHICS SNAPSHOT

- 75% practice in metropolitan settings
25% practice in non-metropolitan settings
- 82% are employed
18% have sole or partial ownership of their practice
- 48% identify as men
46% identify as women
- Average age: 52

@MNFamlyDocs

MAFP ACTIVE COMMITTEES & TASK FORCES

- Executive Committee
- Academic Affairs Committee
- Continuing Medical Education Committee
- Finance Committee
- Health Equity Committee
- Leadership Development Committee
- Legislative Committee
- Research & Quality Improvement Committee
- Family Medicine Obstetrics Task Force
- Work Force Task Force

@MNFamlyDocs



Meeting Planners International - Minnesota Chapter

Conflict of Interest Policy

An agenda slide with a background image of many hands stacked together in a pyramid shape. The text is white on a dark background. The MPI Minnesota Chapter logo is in the bottom right corner.

Agenda

- Introductions
- Board Structure & Committees
- Policies and Procedures
- Our Staff: Mattison
- How do I...
 - Access my committee's online resources?
 - Know the key dates and deadlines?
 - Submit and manage events?
 - Submit marketing and communications requests?
 - Submit TSRs and volunteer rosters?
 - Know the financials?
- Review

Mission MSA

Board Buddy Program



Mission MSA Board Buddy Program

Thank you for being a part of the Mission MSA Board! As part of our orientation process, we've created a board "buddy" program designed to help provide another means of orientation and support. This program is not designed to be prescriptive but rather a shared, agreed-upon journey between the matched buddies.

General Board Buddy Expectations

- Welcome new Board members.
- Meet with the mentee at least once before the first Board meeting and throughout the mentee's first year on the Board.
- Check in with mentees to determine any questions about agenda topics or issues raised post-Board meeting.
- Provide opportunities for the mentee to ask questions and clarify their understanding of the organization's work and culture (i.e., there are no dumb questions).
- Ultimately the Buddy should be the go-to peer to answer questions, bounce ideas off of, and help explain organizational practices and history.

General Mentee Expectations

- Ask questions
- Be an active listener
- Take the lead on scheduling meetings with your Buddy

New York State Funeral Directors Association
Governance Reference Manual and Policy Guide

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APPENDICES

- APPENDIX 1 - Board Self-Assessment Form
- APPENDIX 2 - Board Job Description
- APPENDIX 3 - Board Code of Ethics
- APPENDIX 4 - Executive Director Succession Plan
- APPENDIX 5 - Board Size & Composition
- APPENDIX 6 - Board Duties
- APPENDIX 7 - Board Meeting Attendance
- APPENDIX 8 - Conflict of Interest Policy
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- APPENDIX 10 - Investment Policy
- APPENDIX 11 - Organizational Structure
- APPENDIX 12 - Ownership Structure
- APPENDIX 13 - Dues Reduction Policy
- APPENDIX 14 - Election Procedures
- APPENDIX 15 - Whistleblower Policy
- APPENDIX 16 - Board Appointment/Election Calendar

School Nutrition Association


Path to National Leadership Presentation

The Path to National Leadership Opportunities



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SNA Leadership Opportunities



Are you looking for a challenging way to pursue your passion in school nutrition?

Are you ready to take your experience and skills to the next level?

Can a national leadership experience enhance your career?

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Prepare by developing your leadership skills

- Think big picture
- Believe passionately in School Nutrition
- Build a reputation for honesty, integrity, and ethical behavior
- Earn trust
- Be a life-long learner
- Use challenges as learning opportunities
- Be present
- Build presentation skills
- Strengthen interpersonal communication skills
- Build consensus
- Be a good problem solver

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Wound, Ostomy, and Continence Nurses Society

Board Orientation Agenda

<p>Leadership Development Program June 21, 2019 8:30 AM – 4:00 PM Location: Zoom</p>	<p>Mission Statement: The WOCN Society is a professional community dedicated to advancing the practice and delivery of expert healthcare to individuals with wound, ostomy, and continence care needs.</p> <p>We support our members’ practice through advocacy, education, and research.</p>
	<p>Meeting Called By: Stephanie Yates, President Dea Kent, President Elect Nicolette Zuecca, Chief Staff Executive Anna Shnyder, Chief Operations Officer</p>
	<p>Meeting Type: Board Governance Session</p>
	<p>Attending: Vicky Pontieri-Lewis, Treasurer Christine Berke, Secretary Diane Bryant, Director Kevin Emmons, Director Jody Scardillo, Director Derik Alexander, Director Justin Martin (by phone)</p>

Time	Agenda Topic	Person Reporting
FRIDAY, JUNE 21, 2019		
8:30 AM	Welcome & Review of Agenda	S. Yates
8:35 AM	Introductions	All
8:50 AM	Learner Outcomes	
9:00 AM	About WOCN	S. Yates
	❖ Mission & Vision	
	❖ Overview of Infrastructure	
	❖ Governing Documents	
9:10 AM	WOCN Committees & Task Forces	
9:20 AM	WOCN Contracts	
9:30 AM	Roles & Responsibilities of a Board	S. Yates
	❖ Role of the Board & Staff	
	❖ 10 Responsibilities of the Board	
	❖ Board meeting Responsibilities	
10:30 AM	Financial Information	
	❖ Accounting Process & Procedure	
	❖ WOCN Statement of Financial Position & Cash Flow	
11:30 AM	WOCN Management Team	N. Zuecca & A. Shnyder
	❖ <i>Meet the Team</i>	
12:00 -1:00 PM	Lunch Break	All
1:00 PM	Roles and Responsibilities on WOCN Board	S. Yates
2:00 PM	Policy & Procedures	A. Shnyder
	❖ Overview of online Board Resource Center	
	❖ Overview of WOCN Insurance Policies	
	❖ Overview of Key Policies	
2:30 PM	Code of Conduct & Conflict of Interest	S. Yates
3:00 PM	WOCN Strategic Planning	
3:30 PM	Additional Questions/Thoughts	All
4:00 PM	Adjourn	S. Yates

Wound, Ostomy, and Contenance Nurses Society

Board Orientation Slides (two sessions)



The slide features the WOCN logo in the top left corner, consisting of a blue diamond shape with a white square inside, followed by the text "WOCN" in a bold, sans-serif font and "Wound, Ostomy, and Contenance Nurses Society" in a smaller font below it. The background is white with abstract geometric shapes in shades of blue, teal, and yellow. The main title "WOCN LEADERSHIP DEVELOPMENT" is centered in a large, bold, blue font. Below it, the subtitle "Part One: About the Organization" is also centered in a bold, blue font.

WOCN Wound, Ostomy, and Contenance Nurses Society®

WOCN LEADERSHIP DEVELOPMENT

Part One: About the Organization



The slide features the WOCN logo in the top left corner, consisting of a blue diamond shape with a white square inside, followed by the text "WOCN" in a bold, sans-serif font and "Wound, Ostomy, and Contenance Nurses Society" in a smaller font below it. The background is white with abstract geometric shapes in shades of blue, teal, and yellow. The main title "WOCN LEADERSHIP DEVELOPMENT" is centered in a large, bold, blue font. Below it, the subtitle "Part Two: WOCN Board Meeting Responsibilities & Current Initiatives" is centered in a bold, blue font.

WOCN Wound, Ostomy, and Contenance Nurses Society®

WOCN LEADERSHIP DEVELOPMENT

Part Two: WOCN Board Meeting Responsibilities & Current Initiatives