Board Preparedness
Ready To Lead From Day 1
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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.
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.

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:
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 touchpoints. 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.
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.
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.
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.
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?
2. Did you feel you had ample opportunity for input?
3. Would you change anything for future meetings?
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.
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.
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 rafting, 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.
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.

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:


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.
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.

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.

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).

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.

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

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

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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.

**Profile of Contributing Organizations**

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

**Staff Size**
- 14: 1 to 9
- 12: 10 to 29
- 6: 30 to 99
- 2: 100+

**Annual Budget**
- 12: Up to $2.4M
- 8: $2.5M up to $4.9M
- 7: $5M up to $9.9M
- 7: $10M or More

**Board Size**
- 5: 1 to 9
- 24: 10 to 29
- 5: 30 to 99
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
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Advanced Textiles Association
Board Candidate Solicitation Message

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 Center 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.

Criteria for becoming a member of the Board

satisfy three years of ATA membership or five years of related experience and/or senior management in business with adequate resources to allow them. This commitment is both a time commitment and a financial commitment to Policy Governance and must be dedicated to ATA Policy Governance. The ATA Policy Governance model is a decision to promote ATA and the Association's overarching goals and the ability to articulate the values for the Association and what the candidate hopes to bring to the Board during his or her tenure.

Requirements for the Board of Directors

members of ATA, not just a special interest section within the organization such as the "parts" of the Association. People are more comfortable with a certification program, a specific magazine or a specific conference than the ATA Board of Directors and their focus is on the Association as a whole.

Final comments

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,
[Signature]
Jim M. Sowder, Executive Assistant to the President

1601 County Road B S / Box 100 / Roseville, MN 55113-4501, USA
+1 651-222-2068 or 800-222-5224

Page 1 of 2
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 has 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, measurable quality, and that the commercial sensitivity, confidentiality and privacy dealing 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 stated 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 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.

1.0.1 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 End priorities and its financial policy requirements; it will also include assurances against fiscal jeopardy.

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

Updated from IFAI to ATA on September 14, 2022
American Cleft Palate Craniofacial Association
Board Orientation Presentation Slides

ACPA Board Orientation
January 29, 2024

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
American Geophysical Union
How to Prepare for Leadership Orientation

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:

1. 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
   - Definitions: "The function of leadership is to produce more leaders, not more followers." (Ralph Nader)
   - Executive Director / CEO
   - Definitions: "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 Haxton, Lockheed Martin President and CEO)
   - Director, Leadership
   - Definitions: "Do not follow where the path may lead. Go instead where there is no path and leave a trail." (Ralph Waldo Emerson)

2. Read the attached talent pool strategy document (5.5 pages) approved by the Board and Council in April 2018.
3. Re-read the AGU Code of Conduct for the group you belong to: Board or Council.
4. Review AGU’s Conflict of Interest (COI) policy and process.
5. 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

**AGENDA**

<table>
<thead>
<tr>
<th>Time</th>
<th>Tab</th>
<th>Topic/Discussion Leader(s)</th>
<th>Strategy Link</th>
<th>Desired Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30am - 1hr</td>
<td></td>
<td>Breakfast available at AGU Headquarters starting 1hr before the meeting begins</td>
<td></td>
<td>This is an opportunity to get to know new people.</td>
</tr>
<tr>
<td>8:30am</td>
<td>1</td>
<td>Setting the Context: Why are we here?</td>
<td>Organizational Excellence</td>
<td>• Understand the objectives of leadership orientation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AGU Past President / AGU CEO</td>
<td></td>
<td>• Be aware of what we are and are not going to cover</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Leadership application: Sh*t Happens! What are you going to do?</td>
<td>Organizational Excellence</td>
<td>• Discuss a real-life situation at your table and decide how to handle it</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AGU Past President / AGU CEO</td>
<td></td>
<td>Throughout the day, work to identify situations you might face as an AGU leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Who is in the room?</td>
<td>Organizational Excellence</td>
<td>and determine how to handle them</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director, Leadership</td>
<td></td>
<td>• Meet other AGU leaders</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Share your definition of leadership</td>
</tr>
</tbody>
</table>
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 an 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=IwAR0LSWwlF7CMLVSm5Aj3Vs01_t5puGU6ia-y23P_BM7J5mRNF0e8bH0tvg](https://blog.boardsource.org/blog/uncovering-the-mystery-the-art-and-science-of-shared-leadership?fbclid=IwAR0LSWwlF7CMLVSm5Aj3Vs01_t5puGU6ia-y23P_BM7J5mRNF0e8bH0tvg)

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
Creating a Strategic Mindset in Board Members

We spend time educating ourselves and boards to be strategic thinkers during strategic planning processes. We expect 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. **Strategic 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.


**Operational Mindset**

How the board falls on the strategic/operational continuum. From long-term planning through implementation. Even when you know how to do something, being strategic can challenge the mindsets needed to achieve results.

<table>
<thead>
<tr>
<th>Operational Mindset</th>
<th>Strategic Planning</th>
<th>Long-term Focus</th>
</tr>
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<tr>
<td>Short-term</td>
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<tr>
<td>Medium-term</td>
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<td>Long-term</td>
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<td>Ongoing</td>
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<tr>
<td>Management</td>
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<thead>
<tr>
<th>Questions to Ask</th>
<th>1. What is the issue/problem? 2. Does the impact of the discussion/decision have a long-term effect? 3. Or only short-term?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example</td>
<td>Establish work priorities.</td>
</tr>
<tr>
<td>Operation</td>
<td>Being action-oriented.</td>
</tr>
<tr>
<td>Development</td>
<td>Staff and volunteer workgroups are accountable.</td>
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</table>

The board as a whole is responsible for fulfilling the mission of the organization. The board and the CEO are responsible for fulfilling the mission of the organization. The board and the CEO are responsible for fulfilling the mission of the organization.
# American Society for Pharmacology and Experimental Therapeutics

## Orientation Jeopardy Game

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<tr>
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<th>Question</th>
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<tbody>
<tr>
<td>ASPET Basics &amp; Governance</td>
<td>What is 2017?</td>
<td>St. Louis, Missouri (extra credit for Union Station)</td>
</tr>
<tr>
<td>Meetings</td>
<td>The location of the 2023 ASPET Annual Meeting.</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Publications</td>
<td>The ASPET journal with the highest Impact Factor (2023)</td>
<td>Pharmacological Reviews</td>
</tr>
<tr>
<td>Education &amp; Government Affairs</td>
<td>What is the current research priority?</td>
<td>Research in the field of pharmacology</td>
</tr>
<tr>
<td>Marketing, Comm's &amp; Membership</td>
<td>What is the main focus of the ASPET Marketing Committee?</td>
<td>Developing and implementing marketing strategies and campaigns</td>
</tr>
</tbody>
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<tr>
<td>ASPET Basics &amp; Governance</td>
<td>What is SITC?</td>
<td>Society for the Advancement of Pharmacology in the Classroom</td>
</tr>
<tr>
<td>Meetings</td>
<td>The name of the ASPET webinar series.</td>
<td>ASPET &amp; Wiley co-hosted webinar series</td>
</tr>
<tr>
<td>Publications</td>
<td>What is focus on Pharmacology?</td>
<td>ASPET's research journal</td>
</tr>
<tr>
<td>Education &amp; Government Affairs</td>
<td>What is the importance of education in the field of pharmacology?</td>
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<tr>
<td>ASPET Basics &amp; Governance</td>
<td>What is the approximate amount of revenue that ASPET brings in each fiscal year?</td>
<td>$4 million - $5 million</td>
</tr>
<tr>
<td>Meetings</td>
<td>The number of ASPET Annual Meetings that the meetings team is working on this summer.</td>
<td>3</td>
</tr>
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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

About the Society
- Purposes
  - Encourage improvement of public service
  - Facilitate exchange of knowledge and experience among persons interested in public administration
  - Encourage information collection, compilation, and dissemination
  - Administer the association
  - Advance science, processes, art of public administration
  - Incorporated in Illinois

- Core Values
  - Accountability and Performance
  - Professionalism
  - Ethics
  - Social Equity
  - Mission

  - "Advance Excellence in Public Service
  - Critical Bridge between the Pratt and Academic Communities"

Programs and Services
- Annual Conference
- More than 7,000 ASPA members – 20% international
- More than 1,200 attend
- More than 1,000 presenters
- More than 200 workshops and sessions
- National Council Officers present: budget, annual report, and other updates

Finances
- ASPA Fiscal Year = Calendar Year
- National Council approves budget (Dec meeting), receives Finance report at Jan meeting
- National Council receives/accepts audit report
- FY 2023 Budget
  - Revenue: $2,325,333
  - Expenses: $2,051,593
  - Margin: $273,740

Structure
- National Council Roles and Responsibilities
  - Financially Responsible, Governing Body
  - Develops and reviews Strategic Plan
  - Assists in establishing direction and policy for the Society
  - Reviews strategic direction, participates in planning and development of strategies

- Professional Development
  - Monitor performance of programs and services
  - Recommend changes to members

- Adheres to ASPA's Financial Stability
  - Assumes responsibility for ensuring that budget is balanced

- Act in Accordance with Legal Standards
- Act in Accordance with Professional Ethics
- Act in Accordance with ASPA's Codes of Conduct
- Serve as Ambassadors, Volunteers, Service Outside of Council Work

Council Member Expectations
- Act in Accordance with Legal Standards
- Act in Accordance with Professional Ethics
- Act in Accordance with ASPA's Codes of Conduct
- Serve as Ambassadors, Volunteers, Service Outside of Council Work

- Engage in member networking and activities
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
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)

<table>
<thead>
<tr>
<th>Committee</th>
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**Committee Leadership**

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<tr>
<td><strong>Ex Officio</strong></td>
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<tr>
<td><strong>2024 CBC Chair</strong></td>
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<tr>
<td><strong>CBC Chair e-mail</strong></td>
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**Committee Information**

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<tbody>
<tr>
<td><strong>Committee Charge and Composition</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Meeting Schedule</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Issues Impacting Committee Practices</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Advice/Impressions from Outgoing Chair</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Role of the BOD Liaison</strong></td>
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</tbody>
</table>

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


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

<table>
<thead>
<tr>
<th>Name</th>
<th>First Name</th>
<th>Last Name</th>
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<th>Prior ACLP Board Experience?</th>
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<tr>
<th>Prior Board Position Role?</th>
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<table>
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<tr>
<th>Terms on ACLP Board (# of terms)</th>
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<table>
<thead>
<tr>
<th>Specific Years Serving on ACLP Board of Directors</th>
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<tbody>
<tr>
<td>Years' Experience as a CCLS</td>
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<tr>
<td>-----------------------------</td>
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<tr>
<td>0-5 years</td>
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<tr>
<td>6-10 years</td>
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<td>11-15 years</td>
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<td>16-20 years</td>
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<td>21+ years</td>
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<tr>
<th>Gender Identity</th>
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<tbody>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Non-binary/Non-gender conforming</td>
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<tr>
<td>Prefer not to answer</td>
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<tr>
<th>Geographical Location</th>
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<tr>
<th>Type of Child Life Setting</th>
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<tbody>
<tr>
<td>Large Hospital Program (greater than 10)</td>
</tr>
<tr>
<td>Medium Hospital Program (6-10 FTEs)</td>
</tr>
<tr>
<td>Small Hospital Program (less than 5 FTEs)</td>
</tr>
<tr>
<td>Single Person Program</td>
</tr>
<tr>
<td>Community-Based Practice, including Private Practice or non-traditional role</td>
</tr>
<tr>
<td>Academic Full-time</td>
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<tr>
<td>Academic Adjunct</td>
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<td>Asian/Pacific Islander</td>
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<td>Caucasian/White</td>
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<td>Hispanic/Latino/Latina X</td>
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<td>Indigenous</td>
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<th>Areas of Experience (check all that apply)</th>
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<td>Community-Based</td>
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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. How did the meeting go? Were we prepared in completing the meeting's agenda?

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

Additional Comments:

5. Did you find our notes and minutes useful, thorough enough, and appropriate timing for presenting or did you feel the content was delayed?

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

Additional Comments:

6. Did you feel that your voice and opinions were heard, unique though unconventional, appropriate timing for the voice to be heard, or did you feel there was no opportunity to present your vision?

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

Additional Comments:

7. Did you feel that the board's responses were in line with your needs and expectations? Did their decisions reflect your expectations, and were there any differences?

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

Additional Comments:

8. In what ways do you feel we could improve?

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

Additional Comments:
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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 DeFilipo
2023 Board Members: Tiffany Bronsfeld, Olai Garrett, Steve Herndon, Kirsten Kennedy, TJ Logan, Janie Sacco, Casey Tullis, Marykatherine Woodson
Staff: Holly Stapleton

**Agenda:**
1. Welcome to the ACUHO-I Executive Board and
   - Delighted you have stepped up to serve
   - It is an exciting time to be part of the
   - These onboarding sessions are design
     - Have space to get to know or
     - Learn about key elements of
     - Feel prepared to serve on this
     - Ask questions!
2. Introductions of new Board Members (Gay)
   a. Please state your name, motivation, and involvement
   b. After everyone has introduced their
      - Why are you involved?
      - What impact has it had on you?
      - Other
3. The role of Executive Board (Gay)
   State: There are key functions as an Executive
   understand, you will be learning a lot about it.
   However, as you start your journey and meet,
   understand a few fundamentals:
   a. Provide good governance based on ability
   b. ACUHO-I is a 501(c)(3) nonprofit organization
5. Agenda:
   a. Objectives for today’s meeting
   - Understand ongoing projects and initiatives
   - Based on what you know thus far, what is a question you have always wondered about the ACUHO-I Executive Board or ACUHO-I
   - FOR Run: 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 25% 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 (S tR a t e g i C P l a n n i n g)
    a. Identify 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
The stars are aligning
Executive Board Onboarding

Session 1 on September 19, 2023

Agenda

• Welcome
• Introductions
• Role of Executive Board Directors
• Onboarding and Orientation: Tools for Success
• November meeting in Columbus
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. *
   - 1 Strongly disagree
   - 2 Somewhat disagree
   - 3 Neither agree nor disagree
   - 4 Somewhat agree
   - 5 Strongly agree

2. The content was relevant to my professional life. *
   - 1 Strongly disagree
   - 2 Somewhat disagree
   - 3 Neither agree nor disagree
   - 4 Somewhat agree
   - 5 Strongly agree

3. Please rank the following Board Retreat exercises: *
   - Board onboarding
   - Not helpful
   - Very helpful

4. Strategic plan update and temperature-taking exercise *
   - 1 Not very helpful
   - 2 Somewhat helpful
   - 3 Neither helpful nor unhelpful
   - 4 Somewhat helpful
   - 5 Very helpful

5. Governance review with Lowell (reviewing our past progress and revising our board values) *
   - 1 Not very helpful
   - 2 Somewhat helpful
   - 3 Neither helpful nor unhelpful
   - 4 Somewhat helpful
   - 5 Very helpful

6. Board self-evaluation conversation *
   - 1 Not very helpful
   - 2 Somewhat helpful
   - 3 Neither helpful nor unhelpful
   - 4 Somewhat helpful
   - 5 Very helpful

7. Foresight training and exercises *
   - 1 Not very helpful
   - 2 Somewhat helpful
   - 3 Neither helpful nor unhelpful
   - 4 Somewhat helpful
   - 5 Very helpful

Untitled Section
Please rank the importance of the following to enhance your board experience:
ATLIS Board of Directors Meeting Agenda
July 29-30, 2021
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
- Forecasting Workshop: Drivers of Change
  - Overview article: Why Associations Need Forecasting
  - Driver 1: Changing Information Channels
  - Driver 2: Ethical Edge of Innovation
  - Driver 3: Risk
  - Driver 4: Supporting Mental Health
  - Driver 5: Transparent Organizational Ethics

Roberts’ Rules for Small Boards (the ATLIS way)
The Chair and secretary will make parliamentary decisions if an issue falls under procedures. In general, we follow Roberts’ Rules for Small Boards with the following:
- Members may remain seated but should raise the chair’s permission to speak on an issue before any individual speaks. The chair does require seconds for motions made during meetings.
- Informal discussion is allowed before a motion is made, through the chair has the right to formulate.
- If a board or committee前任s a motion to the board, it can be voted on immediately.
- If a committee that includes both board members and non-board members submits the board, it must be put on the floor with a motion and a second.

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 5 pm 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 Mussett, Chair, and Christina Lewin, 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 (Lovell Aplebaum, Vista Cova, LLC)
Well-known association strategist Lovell Aplebaum will join us on stage for a facilitated discussion focused on best practices in governance. He will spend some time reflecting on our governance program 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 the table on board of ATLIS

Approval of Minutes - June 2022 (Chair)
The chair will call for a motion to approve the minutes from the June 2022 meeting.
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

Role of the budget

Strategic Planning
- Longer-term
- Driven by the vision
- Responsive to external environment
- Alignment of programs and services
- Establishes a direction
- Leadership is accountable

Operational Planning
- 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

Equipped for the Future plan: Expert

Goal: ATLis is recognized as the key source of technology information for school leaders:
- 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 ATLis/ISBO Companion Manual
- Development of resources: a survey of future leaders, a cyber security action guide for schools
- Development of technology leader toad, promoted to ATLis
- Redesign how we offer cybersecurity to industry organizations (institute partnerships)
- ATLis “road show” shift to 60/40 business/crime-specific themes
- Accreditation feature to endorse “strategic and generative discussions pertaining to technology”
- Stronger partnership with ISTE, COSN, K12Teach
- Partnership with CBIS for IT track in Orlando
**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 leverage my professional and personal networks 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 on prioritizing 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 mission and objectives. I will identify and lead strategic priorities that contribute to the future success of Associations North. I will be a steward of Associations North and pledge to act in the best interests of our members and our mission.

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

Board Member Signature

Date

**FIST 2 FIVE: BOARD PULSE**

**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 leverage my professional and personal networks 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 on prioritizing 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 mission and objectives. I will identify and lead strategic priorities that contribute to the future success of Associations North. I will be a steward of Associations North and pledge to act in the best interests of our members and our mission.
Associations North
Board Roles and Commitment

BOARD OF DIRECTORS ROLE & COMMITMENT

Board members serve as frontline 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 support Associations North mission and vision
- Ensuring wise use of association resources: hire capable staff, manage financial planning, and financial management
- Recognizing and anticipating industry opportunities and challenges
- Resource development: serve as active advocates for securing financial resources and partnerships

Knowledge

The ideal board member possesses the following knowledge and skills:

- Familiar with Associations North mission, vision, values, and goals
- Understand the Board of Director’s role in governing the organization
- Understanding of Associations North programs, services, and financials
- Understanding of the needs of Associations North members and stakeholders
- Knowledge of the distinct roles and responsibilities of all board members

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 assumptions
- Ability to understand issues from different perspectives
- Ability to understand and process large amounts of information

Communication

- Ability to articulate ideas, opinions, rationales, and concerns
- Ability to effectively communicate with a diverse team both verbally and in writing
- Ability to speak in front of small and large groups using 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
    - Paying for items or other expenses related to Associations North
    - 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)
Agenda

- Governance Overview
- Strategic Plan
- Legal Overview
  - Confidentiality & Conflict of Interest
  - Intellectual Property
- Financial Overview
- Org Chart
- Programs
  - CFAI
  - CPC
  - TAP
  - CPSE University
- Consortiums
- Communications
- Landmines
- Questions
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
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
top executives 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 job functions: duty of care, duty of loyalty, and duty of obedience.

1. 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.

2. 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.

3. 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.


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 accountability
• Serve as organizational advocate
• Engage in securing partnerships and advancement of CUR and its
• Select and evaluate the perf...
President Onboarding Meeting
May 23, 2023

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)
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
  discipline.
- Be informed and knowledgeable about the
  programs.
- Arrive prepared for Board meetings, having
  read 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 of industry.
- 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 notice 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

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)
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.).
NEW BOARD MEMBER ORIENTATION
January 11, 2024
Trusted leader from pregnancy to parenthood

High Performing

PRACTICAL STEPS FOR BOARD SERVICE

1. Listen to participate in all board and committee meetings.
2. Participate in the annual board retreat.
3. Read and review board materials.
4. Support the executive director.

PASSIVE
- Operates only at the direction of the Executive Director.
- Lacks a clear understanding of the role.

VERIFYING
- Verifies the actions of the board members.
- Participates in meetings.

ENGAGED
- Engages in strategic planning and organization performance.
- Provides input and advice.
- Attends board meetings.

INTERVENING
- Conveys frequent, clear, and consistent input.
- Provides guidance.
- Makes policy decisions.

OPERATING
- Solves problems, sets strategy.
- Orchestrates board meetings.

LAMAZE STRATEGIC FRAMEWORK

HEADQUARTERS STRUCTURE

Smithbucklin is the Association Management and Professional Services company contracted by Lamaze International.
- Smithbucklin’s office is located within the Smithbucklin offices, 3001 E St NW, Suite #300, Washington, DC 20006
- Smithbucklin is a trusted steward for our association, society, and community partners, deeply rooted in each one’s purpose, goals, values, and long-term success.

Lamaze is a global leader in education and advocacy for birth. 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 Treasurer Duties Overview
December 14, 2023

TREASURER DUTIES AND RESPONSIBILITIES

- Oversee the financial operations of the organization.
- Prepare and maintain financial reports and statements.
- Ensure financial compliance with relevant laws and regulations.
- Manage the budget and financial planning.
- Oversee the financial activities of the organization.

OPERATING BUDGET

- A budget is a prediction of future financial performance – expenses, revenues, and cash flow.
- It is important because it is used to make decisions.
- A budget needs to be approved 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.

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?
MEA Energy Association
Board Overview Presentation

MEA LEARNING EMPOWERS™

Board Orientation | October 2022

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.
  - 730 utilities and businesses that support the energy industry
  - 4,000 professionals from energy companies and firms across the country
  - 76% of conference attendees reported having transitioned to a leadership role in the last four years.
  - 92% of conference attendees reported having made a valuable connection with a peer, mentor, or leader from outside their company.
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 3/31/2023)
- 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 (ceased 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: 60

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
Meeting Planners International - Minnesota Chapter

Conflict of Interest Policy

GET ON BOARD CHAPTER STRUCTURE AND OPERATIONS
April 26, 2023

Agenda

• Introductions
• Board Structure & Committees
• Policies and Procedures
• Our Staff: Mattison
• How do I...
  o Access my committee’s online resources?
  o Know the key dates and deadlines?
  o Submit and manage events?
  o Submit marketing and communications requests?
  o Submit TSRs and volunteer rosters?
  o Know the financials?
• Review
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
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APPENDIX 5 - Board Size & Composition
APPENDIX 6 - Board Duties
APPENDIX 7 - Board Meeting Attendance
APPENDIX 8 - Conflict of Interest Policy
APPENDIX 9 - Conflict of Interest Disclosure Statement
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

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?

Prepare by developing your leadership skills

- Think big picture
- Build a reputation for honesty, integrity, and ethical behavior
- Be a role model
- Build communication skills
- Use challenges as learning opportunities
- Be a good problem solver
**Wound, Ostomy, and Continence Nurses Society**

**Board Orientation Agenda**

<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Topic</th>
<th>Person Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FRIDAY, JUNE 21, 2019</strong></td>
<td></td>
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</tr>
<tr>
<td>8:30 AM</td>
<td>Welcome &amp; Review of Agenda</td>
<td>S. Yates</td>
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<tr>
<td>8:35 AM</td>
<td>Introductions</td>
<td>All</td>
</tr>
<tr>
<td>8:50 AM</td>
<td>Learner Outcomes</td>
<td>All</td>
</tr>
<tr>
<td>9:00 AM</td>
<td>About WOCN</td>
<td>S. Yates</td>
</tr>
<tr>
<td></td>
<td>- Mission &amp; Vision</td>
<td></td>
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<tr>
<td></td>
<td>- Overview of Infrastructure</td>
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<tr>
<td></td>
<td>- Governing Documents</td>
<td></td>
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<tr>
<td>9:10 AM</td>
<td>WOCN Committees &amp; Task Forces</td>
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<tr>
<td>9:20 AM</td>
<td>WOCN Contracts</td>
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<tr>
<td>9:30 AM</td>
<td>Roles &amp; Responsibilities of a Board</td>
<td>S. Yates</td>
</tr>
<tr>
<td></td>
<td>- Role of the Board &amp; Staff</td>
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<tr>
<td></td>
<td>- 10 Responsibilities of the Board</td>
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<tr>
<td></td>
<td>- Board meeting Responsibilities</td>
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<tr>
<td>10:30 AM</td>
<td>Financial Information</td>
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<tr>
<td></td>
<td>- Accounting Process &amp; Procedure</td>
<td></td>
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<tr>
<td></td>
<td>- WOCN Statement of Financial Position &amp; Cash Flow</td>
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</tr>
<tr>
<td>11:30 AM</td>
<td>WOCN Management Team</td>
<td>N. Zuecca &amp; A. Shnayer</td>
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<tr>
<td></td>
<td>- Meet the Team</td>
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<tr>
<td>12:00 - 1:00 PM</td>
<td>Lunch Break</td>
<td>All</td>
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<tr>
<td>1:00 PM</td>
<td>Roles and Responsibilities on WOCN Board</td>
<td>S. Yates</td>
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<tr>
<td>2:00 PM</td>
<td>Policy &amp; Procedures</td>
<td>A. Shnader</td>
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<tr>
<td></td>
<td>- Overview of online Board Resource Center</td>
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<td></td>
<td>- Overview of WOCN Insurance Policies</td>
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<tr>
<td></td>
<td>- Overview of Key Policies</td>
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<tr>
<td>2:30 PM</td>
<td>Code of Conduct &amp; Conflict of Interest</td>
<td>S. Yates</td>
</tr>
<tr>
<td>3:00 PM</td>
<td>WOCN Strategic Planning</td>
<td></td>
</tr>
<tr>
<td>3:30 PM</td>
<td>Additional Questions/Thoughts</td>
<td>All</td>
</tr>
<tr>
<td>4:00 PM</td>
<td>Adjourn</td>
<td>S. Yates</td>
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Wound, Ostomy, and Continence Nurses Society
Board Orientation Slides (two sessions)

WOCN LEADERSHIP DEVELOPMENT
Part One: About the Organization

WOCN LEADERSHIP DEVELOPMENT
Part Two: WOCN Board Meeting Responsibilities & Current Initiatives