

## Roles and Responsibilities

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## Roles & Responsibilities Differ

```

    graph TD
      Members --> GB[Governing Board]
      GB --> MC[Management Committee]
      MC --> Officers
      Officers --> President
      President --> ED[Executive Director]
  
```

- Will review for each
- Then cover individual aspects
- Critical to effective operations

## Reasons for problems

- Lack of understanding of roles and responsibilities
- Lack of goal congruence
  - Shared vision or sense of purpose not present
- Differing expectations

## Leadership team membership

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Society-level volunteer leaders  
↓  
Increasing responsibility

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- Elected officers
- Division presidents and presidents-elect
- Section\*\* and Chapter presidents\*
- Executive Director\*
- Constitutional Consultant\*

\*Non-voting  
\*\* (Sections < 50 members)

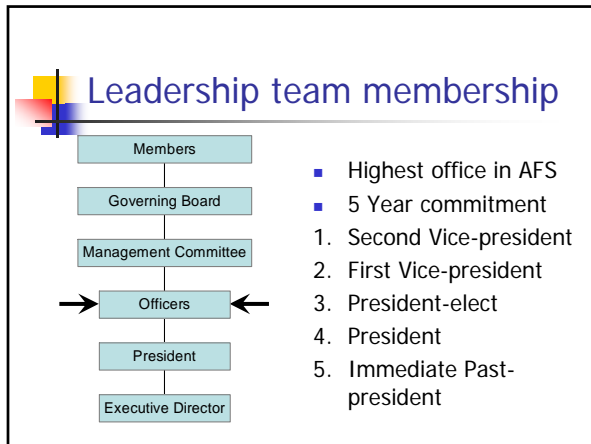
## Leadership team membership

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- Elected officers
- Division presidents and presidents-elect of 2 Divisions (alternates)
- 4 members of GB elected by GB
- Executive Director\*

\*Non-voting



- ### Executive Director
- Day-to-day operations
  - Chief financial officer for Society
  - Visionary, Public face, Corporate memory for the Society
  - Hires/fires workforce, determines compensation, benefits, etc.
  - Partner with President in achieving the Society's mission

- ### Governing Board Roles
- Strategic Direction
  - Corporate
  - Provide resources
  - Monitor effectiveness
  - Not Tactics & actions
    - Assigned to competent groups (e.g., standing committees, special committees, staff)

- ### Governing Board - Strategic
- Strategic, long-term direction
    - Develop, review and approve the strategic plan
    - Policy decisions to assure strategic plan is implemented
    - Update strategic plan to make sure it stays relevant
      - External scanning
      - What are we NOT doing today that we need to do in the future?
      - What are we doing now that we need to change in the future?

- ### Governing Board - Strategic
- Short-term priorities
    - Review and approve the annual plan of work
    - Review and approve annual operational budget
    - Ensure short-term actions are consistent with Strategic Plan
  - Monitor progress towards meeting goals/objectives in the Strategic Plan

### Strategic thinking

“You've got to think about big things while you're doing small things, so that all the small things go in the right direction.”

- Alvin Toffler

## Governing Board - Corporate

- Hire/fire Executive Director
- Approve staff outcomes to be accomplished
  - Via policies, not micromanagement

## Management Committee

- Applies policies of Governing Board between Board meetings
- Assists President and Executive Director develop GB meeting agenda
- Reviews Executive Director's proposed budget in greater detail than GB
- Does not supplant GB
  - Detail work frees the GB's limited meeting time to discuss strategic and policy level issues.

## Management Committee

- Assists developing background information used by the Board in knowledge-based decision making
  - President may choose to assign more detailed tasks to a special committee
  - Management Committee may review committee work, ask for additional clarification and develop material for GB consideration
  - Recent example is analysis of options for moving headquarters. Another is development of guidelines for funding new initiatives in AFS. Recent President's Hook discusses the latter.

## Officers

- Highest profile positions
- Develop long-range goals and help define values
- Serve as "corporate memory" for the GB and Society
- Must work closely to ensure:
  - Continuity from year to year
  - Implementation of Strategic Plan
  - Sounding board for some operational and routine issues that don't require MC or GB involvement
  - Help one another succeed when it is their year as President

## President

- Provide leadership to the GB and MC
- Chair meetings of the GB and MC
- Appoint committee members and chairs
- Help guide and mediate GB and MC actions with respect to organizational priorities and governance concerns
- Evaluate the performance of the Executive Director
- Partner with Executive Director in achieving the Society's mission

## Committees

- ~ 40 committees
- Develop and promote Society activities
  - Program Committee
  - Awards Committee
- Provide oversight on processes & products
  - Publications Overview Committee
- Prepare Society statements
  - Best Available Science Committee
- Operations
  - Nominating Committee
  - Audit Committee
  - Ballot Tally Committee

### Many roles

- Member of Governing Board
  - Big Picture, strategic direction, team player
- Unit officer
  - Leader, strategic and tactical roles
  - Implement Unit and Society plans
- Committee member, chair?

### Relevance to all Units

- Division and Chapter EXCOM
  - Similar functions to GB
- Generally less formal
- Past officers available as consultants
- Strategic roles sometimes overlooked
- Breadth of activities depends on size

### Typical Scientific Society

Leaders	2 – 5 %
Doers	10 – 15 %
Do Somethings	15 – 20 %
Belongers	60 – 80 %

Material taken from Tecker Consultants, LLC

### Shift focus to individuals

### What do you hope to accomplish?

- Why did you run for office?
- How can you provide a coherent stream of information back to members and allow members to understand why decisions were made?
- How can you bridge the gap between members' views and your leadership team?
- How can you ensure that your leadership team has access to a common stream of information from your members?

### Governing Board Member

- Attend board meetings, retreats, etc.
- Become familiar with Constitution, Rules and Procedures
- Commit to participate actively
- Stay informed about GB matters
- Prepare thoroughly for meetings
- Review and comment on minutes and reports



## Governing Board Member

- Volunteer for and complete assignments thoroughly and on time
- Reports to the GB (briefing book) are done well and on time
- Get to know other GB members and build a collegial working relationship
- Make sound informed decisions, acting in good faith and in the best interest of the Society
- Assess your own performance



## GB Member During Meetings

- Engage in discussion and decision-making
- Respectful and involved participant in all meetings
  - Listens when others speak
  - Speaks to the point in discussions
  - Does not dominate the discussions
  - Only adds points that have not already been covered
- Shows respect for committee recommendations



## Summary

- Understanding roles
  - Helps effectiveness
  - Can avoid conflict, wasted energy
- Recognize multiple roles
  - Wear the right hat