


# Roles and Responsibilities

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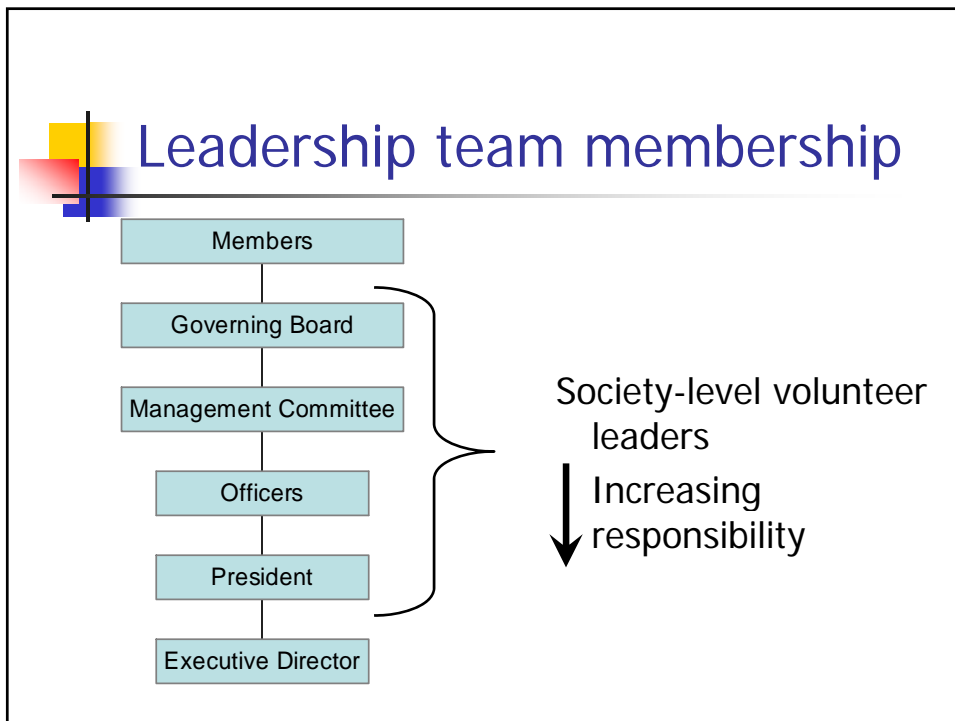
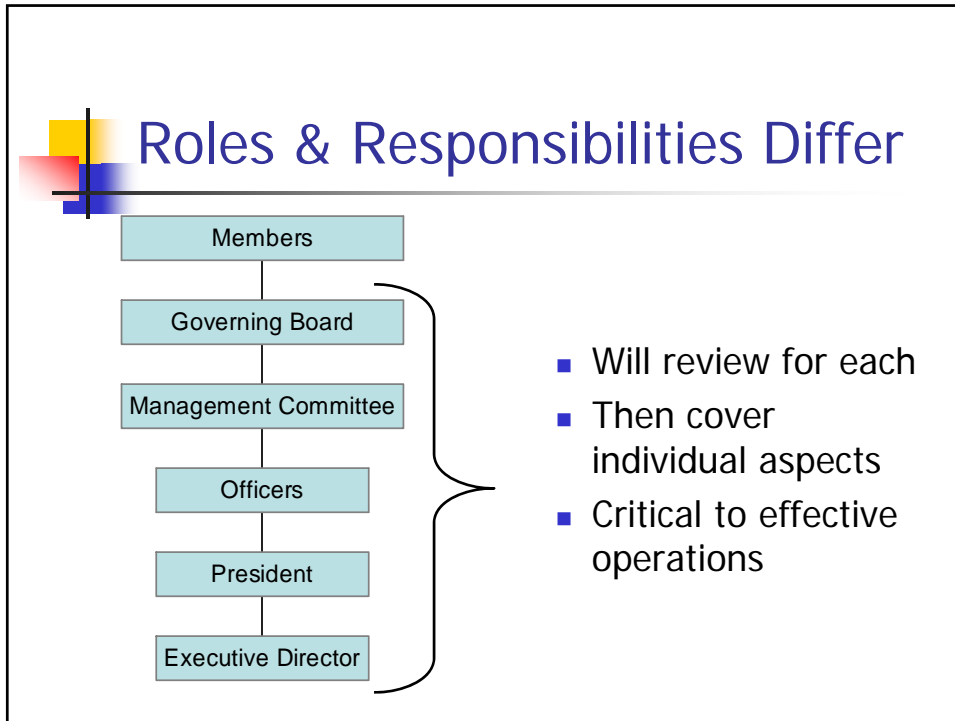
Dirk Miller

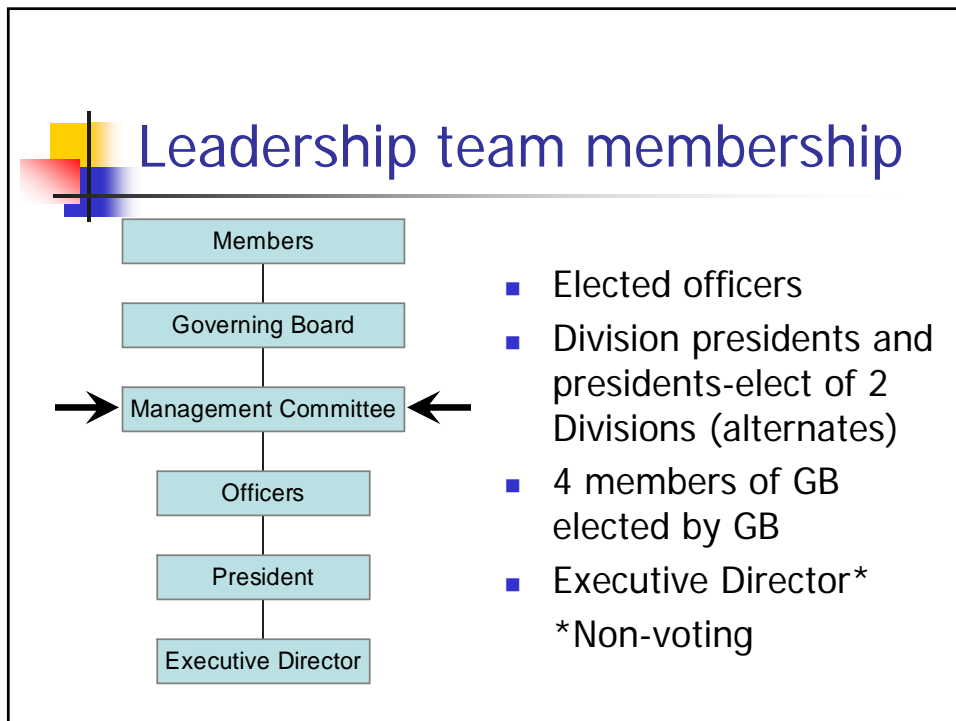
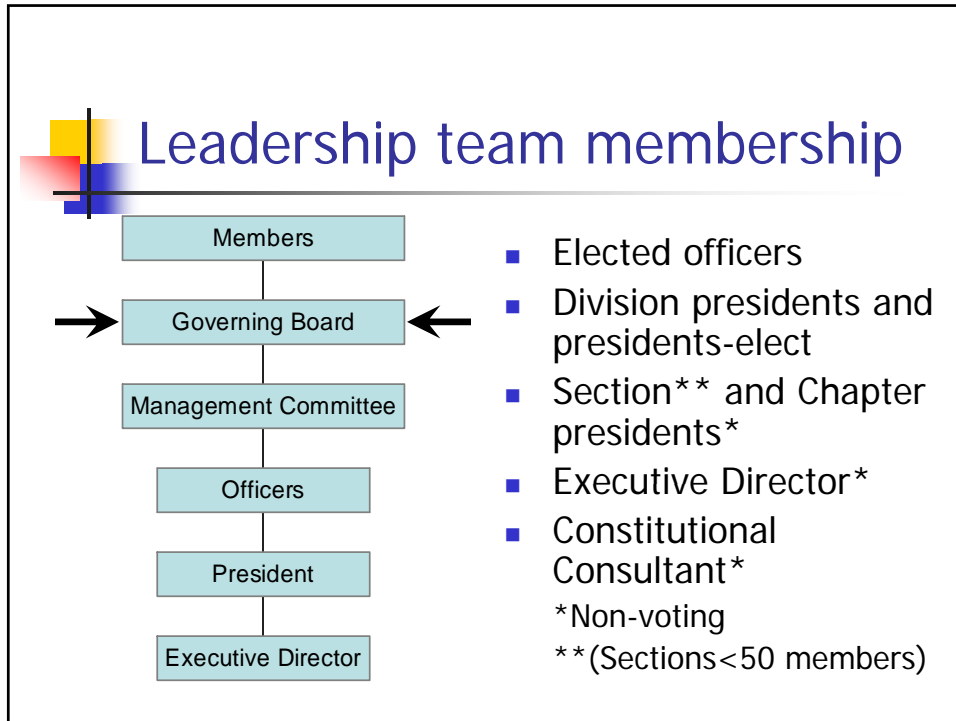


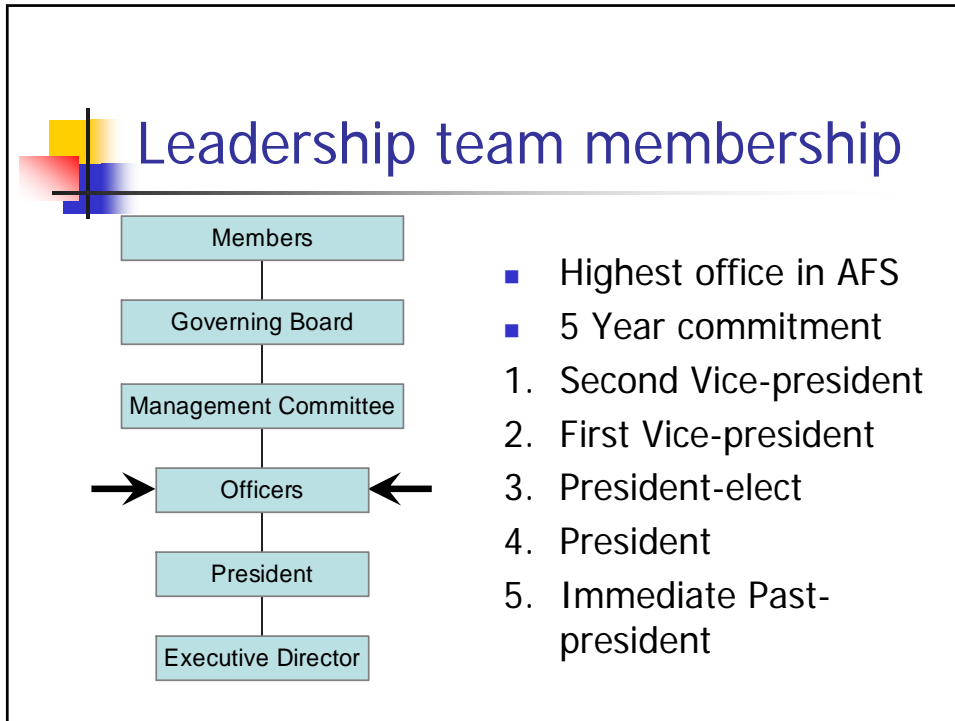
## Plans for this section

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- Society governance structure
  - Review structure
  - Responsibilities
- Recognizing and balancing multiple roles
  
- Individual Governing Board member









## Reasons for problems

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- Lack of understanding of roles and responsibilities
- Lack of goal congruence
  - Shared vision or sense of purpose lacking
- Differing expectations



## Governing Board Roles


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- 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
    - 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
- Focus on outcomes



## Strategic thinking

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“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

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



## Management Committee

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- 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

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- 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.





## Officers

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- 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

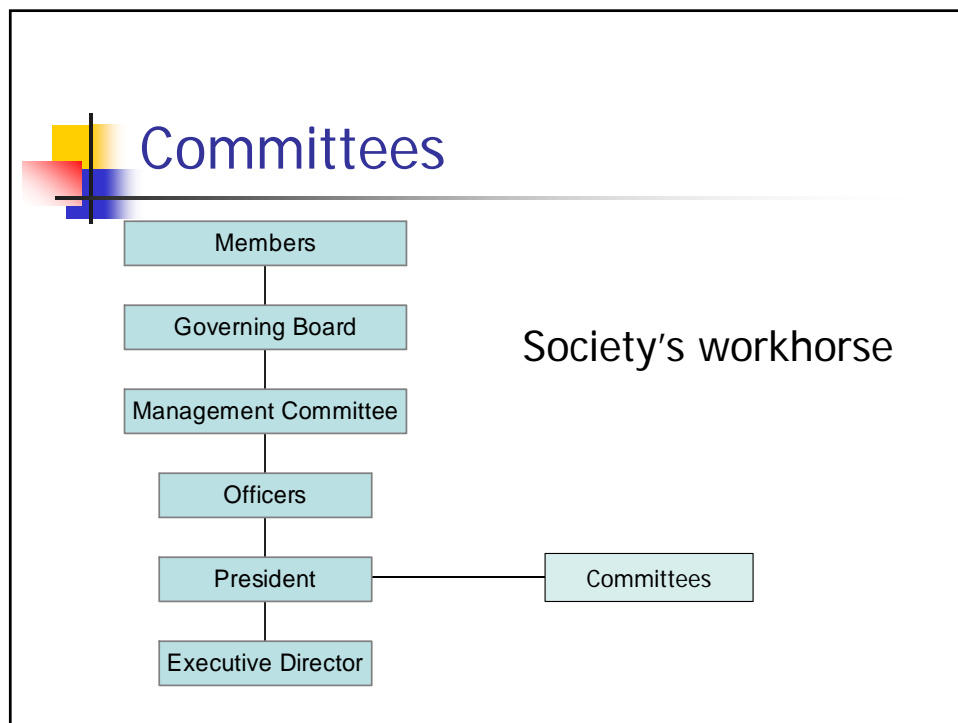
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- Provide leadership to the GB and MC
- Chair meetings of the GB and MC
- Appoint committee members and chairs
- Help guide and mediate GB and MC actions with respect to organizational priorities and governance concerns
- Evaluate the performance of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



## 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





## Committees

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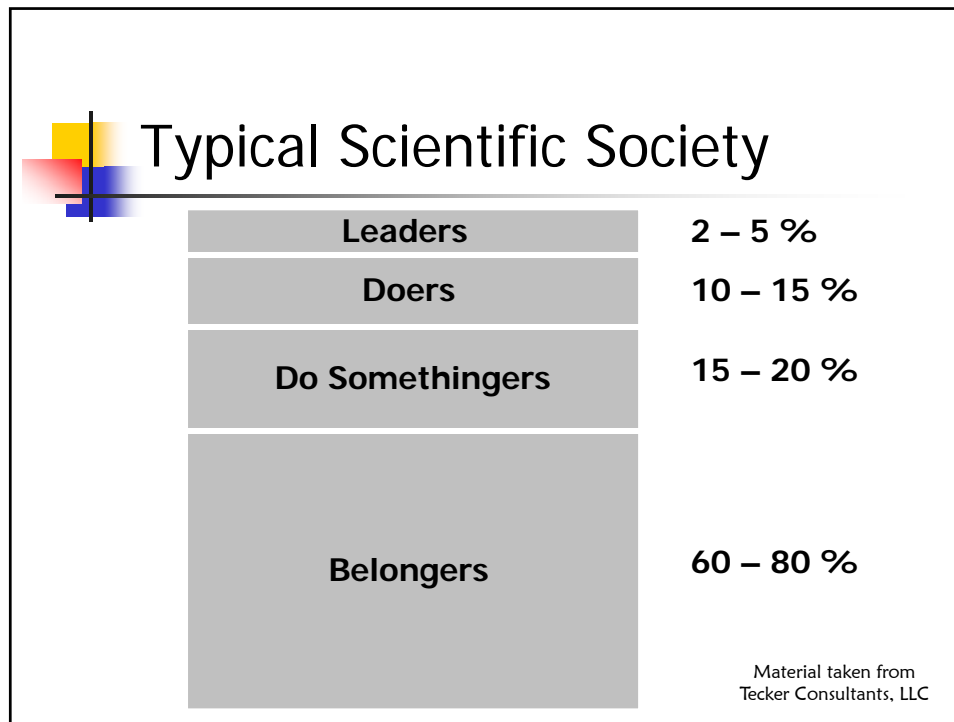
- ~ 40 committees at Society level
- Develop and promote Society activities
  - Arrangements, Awards and Program Committees
- Provide oversight on processes & products
  - Publications Overview Committee
- Prepare Society statements
  - Resource Policy Committee
- Operations
  - Nominating, Audit and Ballot Tally Committees



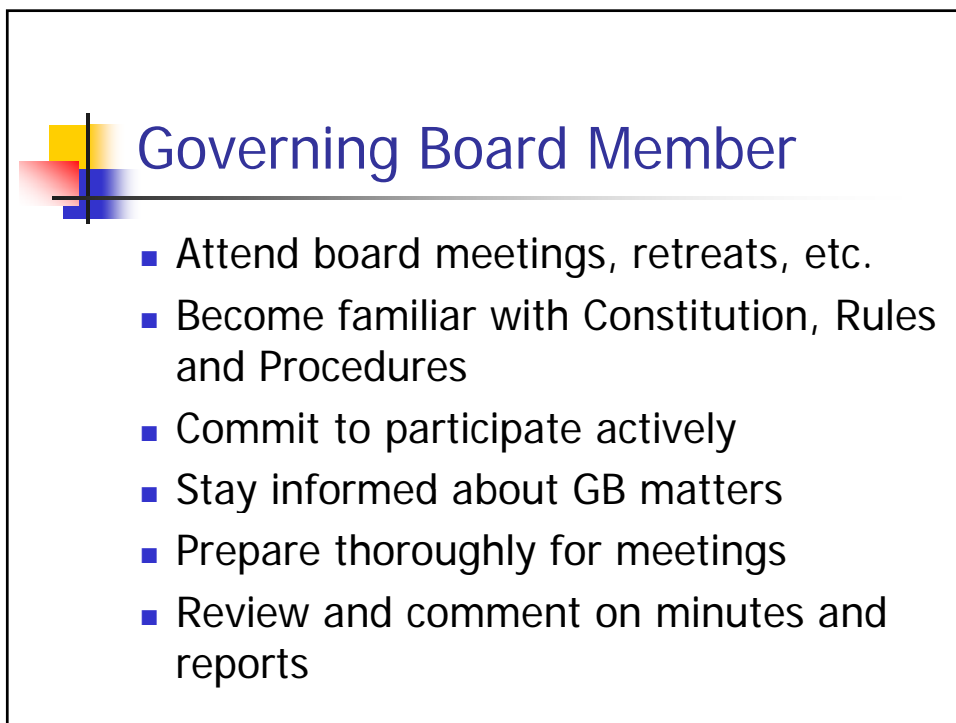
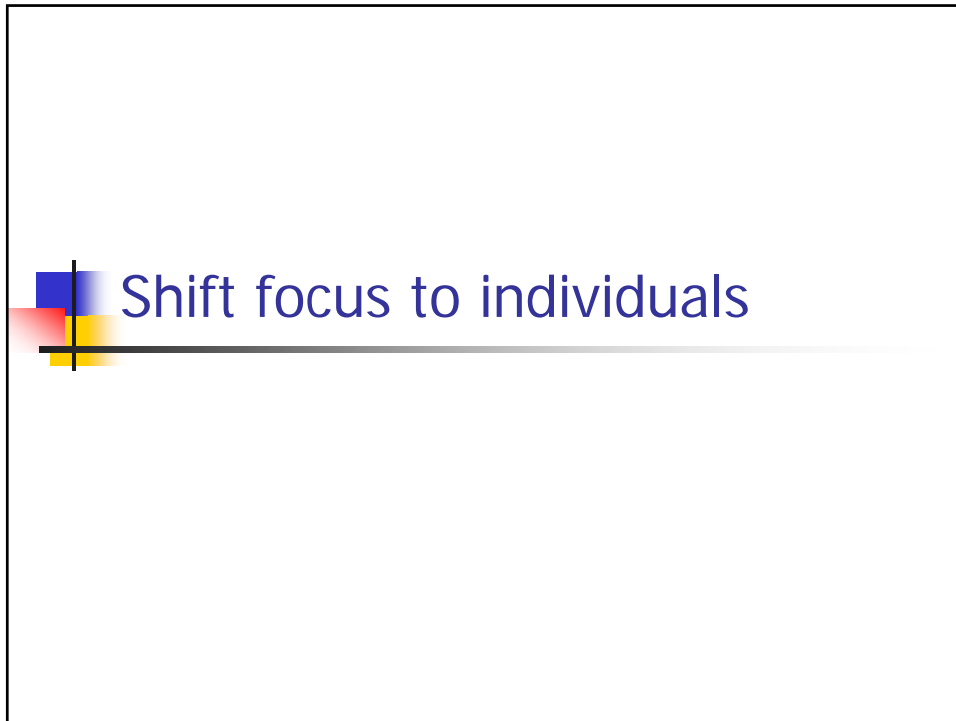
## Many roles

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- Some of you do many things for AFS
- 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?
- Responsibilities differ



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- Relevance to all Units**
- Division and Chapter EXCOM
    - Similar functions to GB
  - Breadth of activities depends on size
    - Student subunit versus Division
  - Strategic roles sometimes overlooked
  - Sometimes less formal
  - Past officers available as consultants






## 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

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



## Discussion

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- Questions?
- Observations?
  - Have you seen it work
  - Failures/challenges