


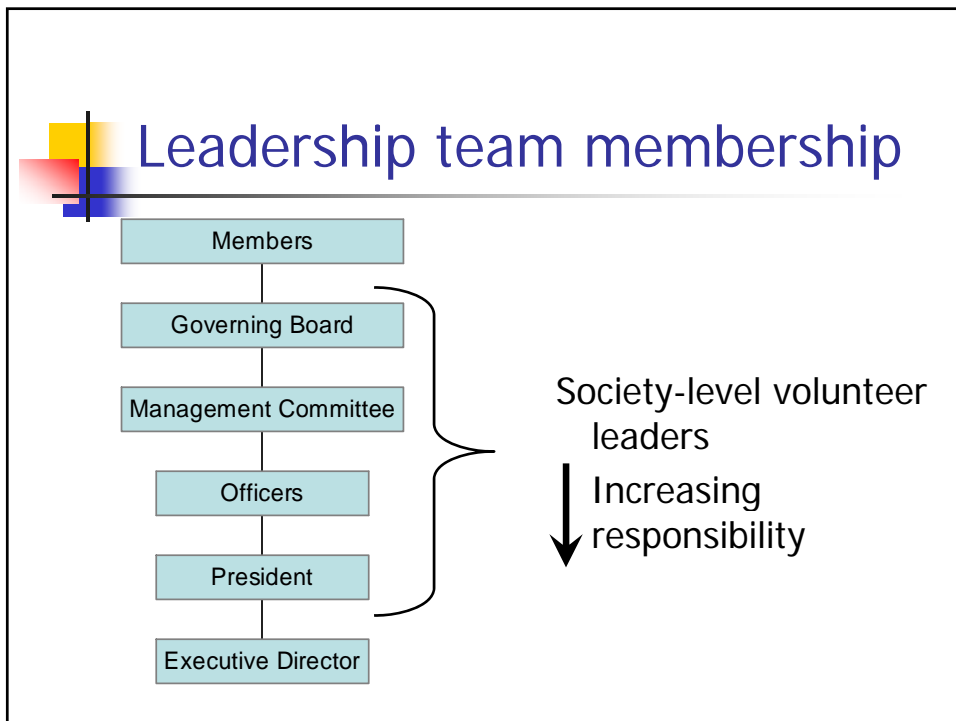
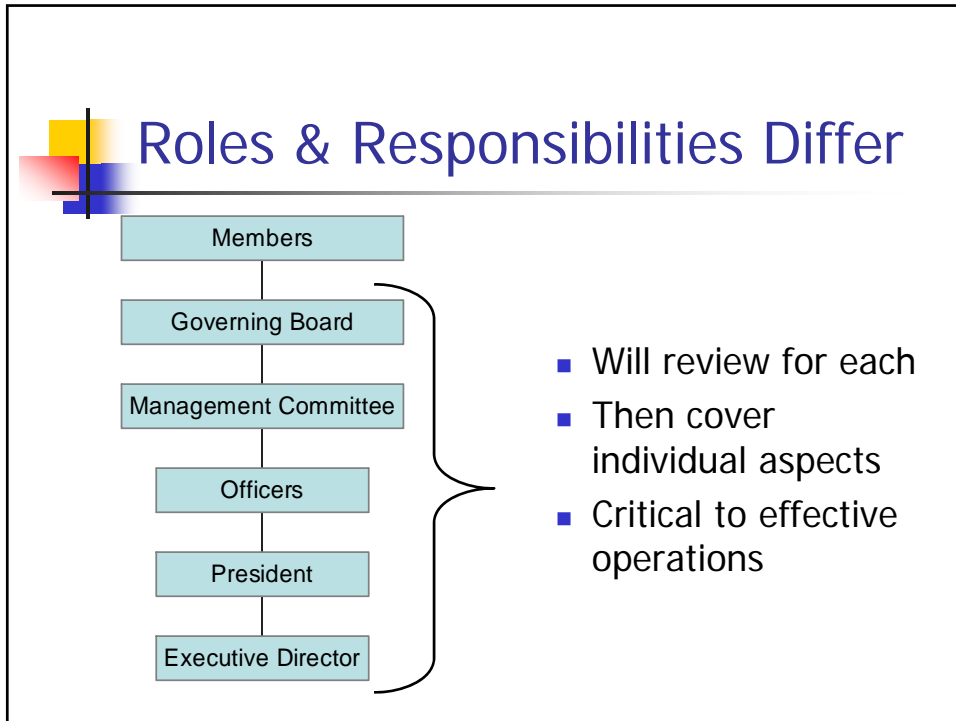
Roles and Responsibilities

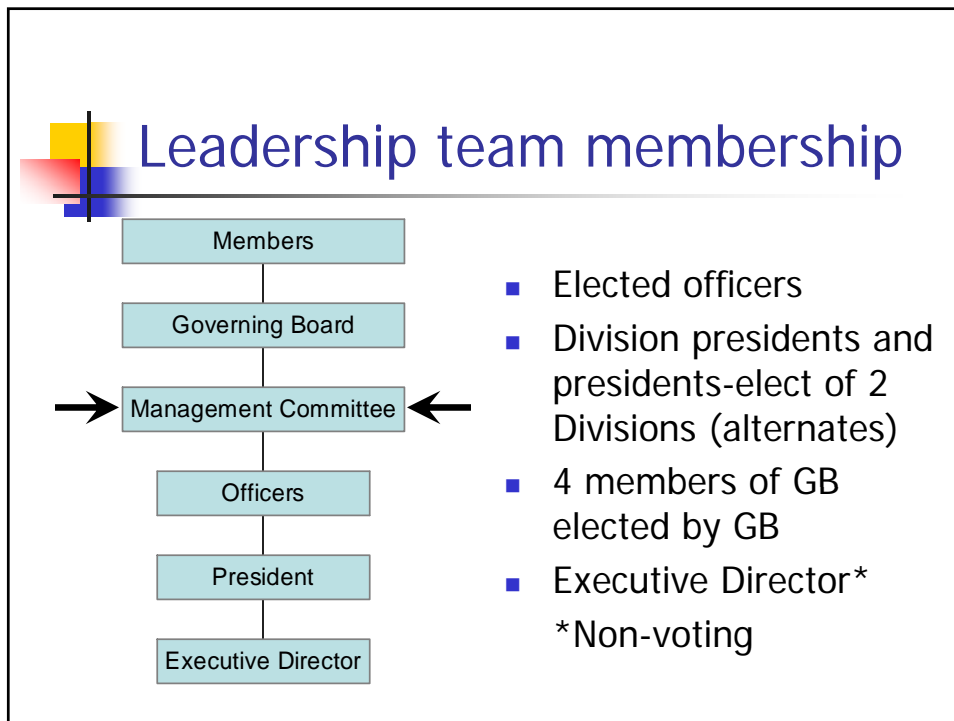
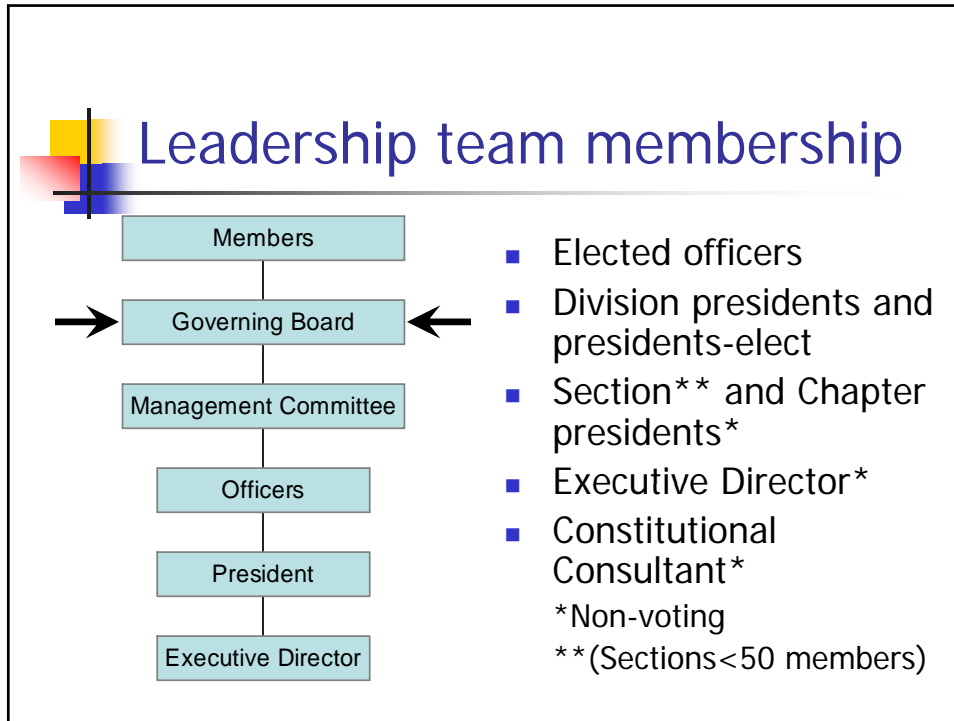
Dirk Miller

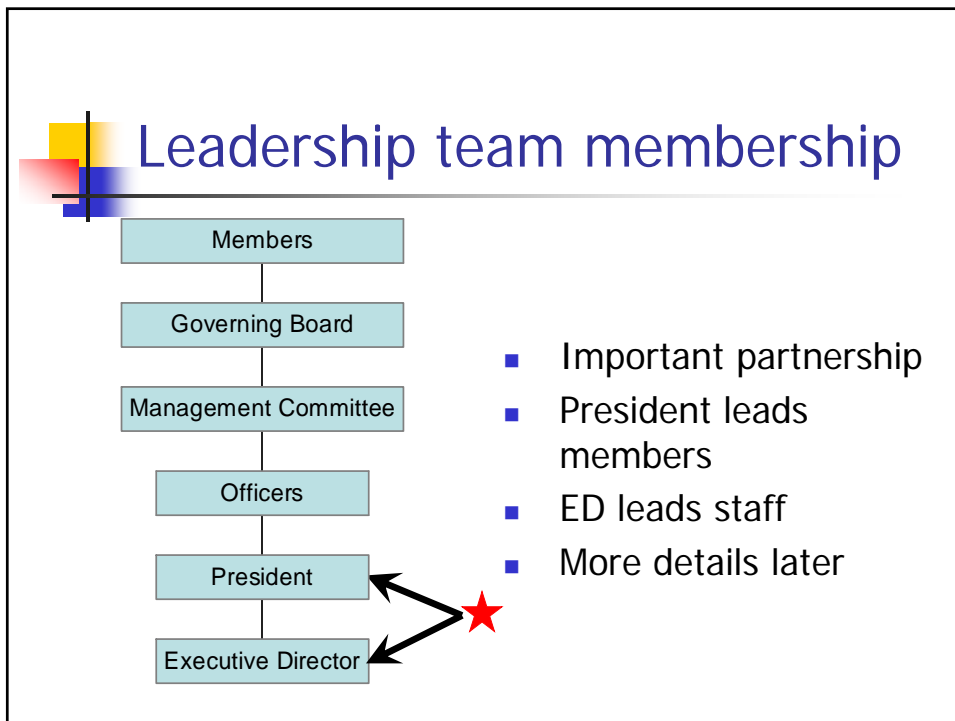
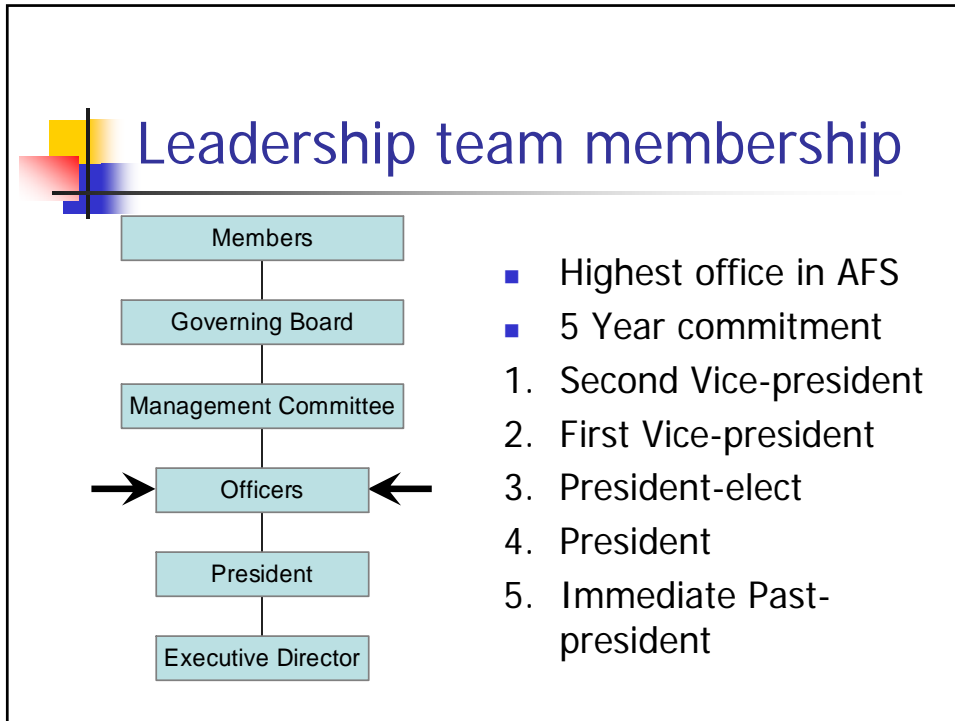


Plans for this section

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










Reasons for problems

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




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
 - 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

“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.



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



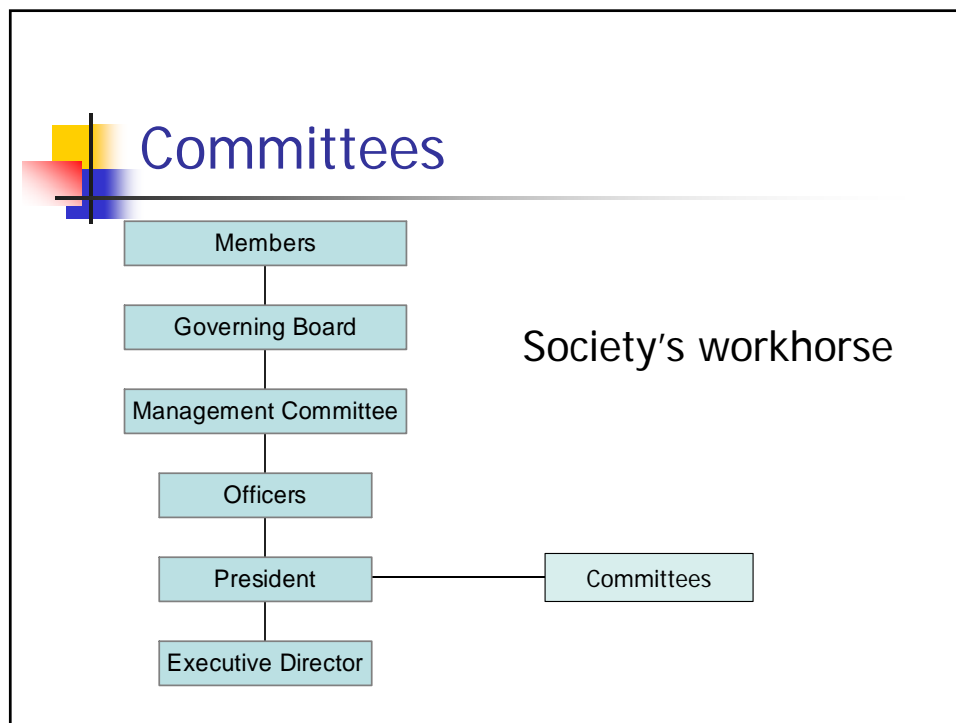
President

- 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



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





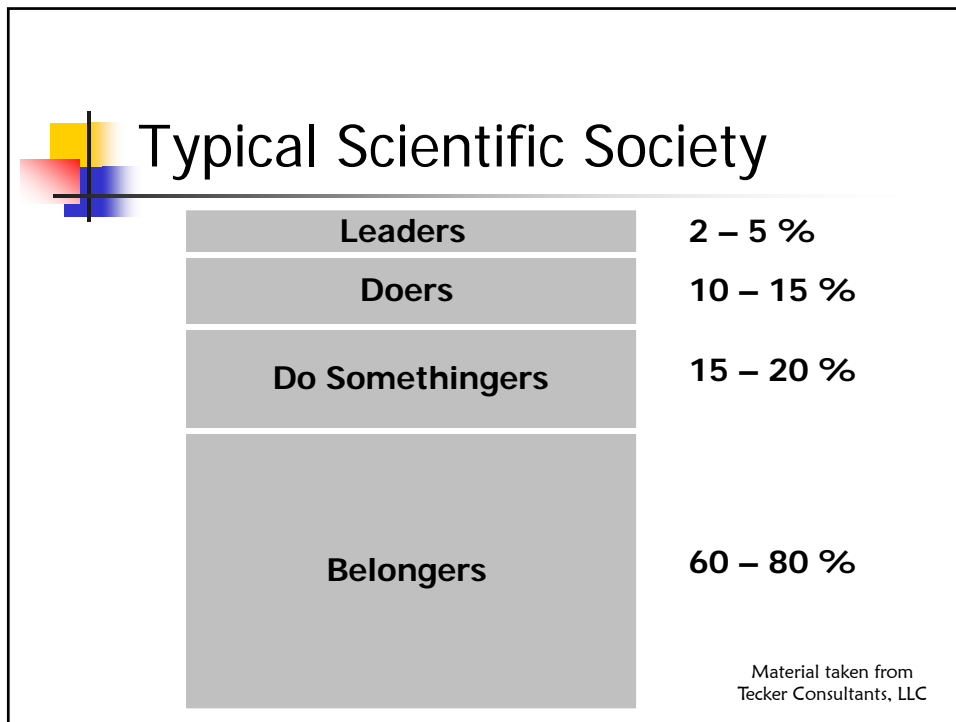
Committees

- ~ 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

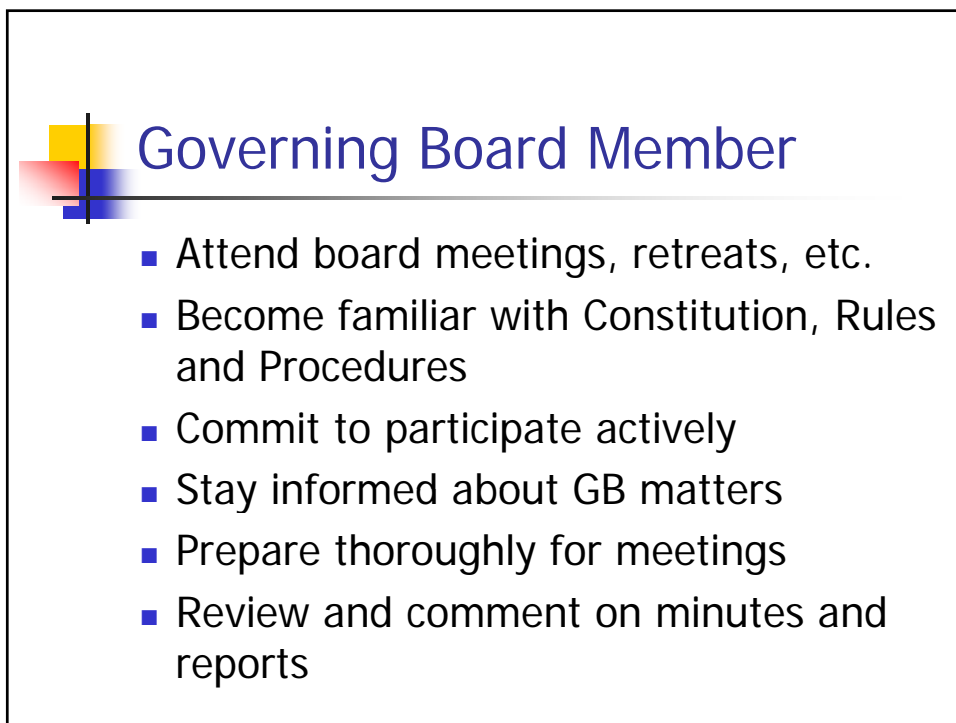
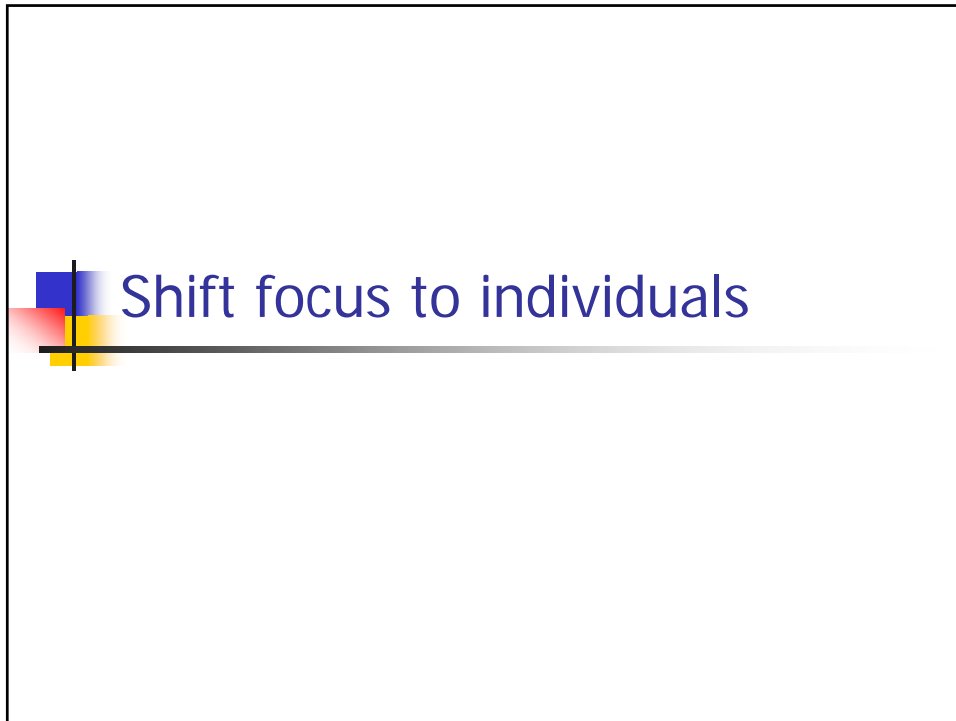


Many roles

- 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

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



Discussion

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