



NACM Board Development Subcommittee
February 8, 2014

Members: Vicky Carlson, Kevin Bowling, Stephanie Hess, Michele Oken, Karl Thoennes, Mark VanBever, Kelly Steele, and Scott Griffith

President Slayton asked the Board Development Subcommittee (**BDS**) to review four areas related to the NACM Board and make recommendations going forward. The areas for review included: Board Communication, Committee Structure, Board Health and Board Meetings. The committee met several times over the course of several months from November 2013 to January 2014. The following is the report to the Board.

(BDS will be used to refer to the members of the Board Development Committee throughout this document in order to limit the confusion when referring to other NACM committees or subcommittees)

Board Communication: Ensuring that board members are well-informed is essential to a well-functioning organization.

Topic/Question	Discussion and RECOMMENDATION:
1. Communications from the President	<ul style="list-style-type: none">• New board members said that it can be difficult to keep up with all of the NACM communications including those received from the President, but at the same time appreciate the information.• Presidents bring their own personality so we should be careful not to dictate what/how many/style of communication. Some of this will depend on their tech savvy, schedule, and whether or not the President has assistance in his/her home office.• BDS considered and discussed weekly updates from past presidents which began in order to respond to concerns from board members who felt disconnected to the officers. The weekly update that began as a result helped to bridge that gap.• BDS considered the weekly communications and agreed it was too much.• Agreed that newsletter style communication has certain benefits including the ability to display pertinent information and link to longer article/text. There was discussion about responses from the board. An email communication might have made that exchange easier. Although it was recognized that a newsletter is still sent by email from the President. <p>1. RECOMMENDATION: At a minimum, the President should distribute a bi-weekly communication to board members.</p>

	<p><i>(Committee agreed that time sensitive information should not be delayed until the bi-weekly communication. This would be at the discretion of the President.)</i></p> <p>2. RECOMMENDATION: <i>Use of a newsletter type communication is recommended for ease of use and reading.</i></p> <p>3. RECOMMENDATION: <i>Content could/should include:</i></p> <ul style="list-style-type: none"> <i>a. Board to do list</i> <i>b. Upcoming meetings</i> <i>c. Important items that will be discussed in detail during a conference call or board meeting</i> <i>d. Dates or items to remember</i> <i>e. ½ page summary from board members who attend conferences or meetings on behalf of NACM</i> <i>f. Acknowledgements of the work or special projects completed by chairs, board or committee members</i> <i>g. Informal contacts from board members with other associations or partners in case other board members are communicating with same partner/association</i> <i>h. Committee spotlight or snapshot (could rotate committees) (This might also help reduce committee reports at board meetings)</i> <i>i. Board Travel</i> <p>4. RECOMMENDATION: <i>Board should consider making the President's newsletter part of the ongoing negotiations included in secretariat services.</i></p> <p>5. RECOMMENDATION: <i>Committee chairs and board members should funnel information to the President so there is enough relevant information to include in a bi-weekly newsletter.</i></p>
2. Communications between board members	<ul style="list-style-type: none"> • The consensus was that there was enough information being exchanged to be adequate. <p>1. RECOMMENDATION: <i>Board members should turn in board meeting materials by deadlines to allow enough time for review prior to the meetings.</i></p> <p>2. RECOMMENDATION: <i>Board members should be strongly encouraged to get more involved in understanding NACM by taking advantage of all of the NACM information available to them including: NACM website, conference site, committee minutes, committee calls, etc.</i></p>
3. Communications from committee chairs to membership	<p>1. RECOMMENDATION: <i>Chairs should continue to give a clear, brief, concise report at annual conference.</i></p> <p>2. RECOMMENDATION: <i>Highlight committee work on the NACM homepage and rotate frequently amongst committees. Chairs could highlight work or special projects.</i></p>
4. Accessibility of board	<p>1. The BDS discussed the google site and board web page. The</p>

member materials	<p>conclusion was that the board page was much easier to access and more user friendly than the google site. The BDS agreed that tools needed to perform NACM work should be:</p> <ol style="list-style-type: none"> Easy and quick to access Should be able to house confidential documents not available through the www Should allow for ease of document sharing Need to be able to schedule phone conference meetings The committee discussed tasks and understood that typically the Secretary/Treasurer is the main individual using the tracking feature on the google site.
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Committee Structure: NACM recognizes that committee structure is important in order to effectuate the business of the association.

1. Committee structure review	<ul style="list-style-type: none"> ▪ Taken from the bylaws.....The Standing Committees of the Association are those which are designed to provide an enduring service to enable the purpose of the organization. Each of these committees shall be reviewed every three years to determine whether its purpose(s) are consistent with the Strategic Plan. The work of the committee(s) shall be reviewed to determine whether the committee(s) should continue. The Board may create or eliminate a standing committee at any time and need not wait for the next formal review. Specific Standing Committees shall not be mandated by the Bylaws. The President may appoint a Special or Ad Hoc Committee to carry out the purposes of the Association. The Executive Committee may be consulted in the formation of a Special or Ad Hoc Committee. The President shall appoint a chair and members of each such committee. The members of such committees shall be from the membership classes which can serve on committees. These committees shall not continue beyond 24 months from their creation, unless reappointed by the President. When formed or reappointed, their purpose and objectives should be clear and in a written form. 1. RECOMMENDATION: The Board should continue to review Standing Committees every three years. 2. RECOMMENDATION: The Board should review Special or Ad Hoc Committees for relevance on a regular basis.
2. Practice of designating a chair and vice chair	<ul style="list-style-type: none"> • BDS agreed that the current practice of the President designating a chair and vice chair works well when the chair and vice chair are compatible. • The process of having a chair and vice chair helps for continuity

	<p>purposes and for the completion of committee work.</p> <ul style="list-style-type: none"> It was agreed that committee chairs should continue to be board members. <ol style="list-style-type: none"> RECOMMENDATION: <i>President should continue to ask board members what committee(s) they are interested in chairing and make assignments according to that desire or talent, when possible.</i> RECOMMENDATION: <i>After committee chair assignments are made, President should work with chair on suggestions for vice-chair (both board and non-board members should be considered.) (Recruiting non-board members may help with succession planning for new board positions). President may choose to discuss with Executive Team. President should have final decision.</i>
3. Committee communications	<ul style="list-style-type: none"> BDS agreed that the current system of having committee web pages is working nicely; easy for board and committee members to access. BDS agreed that feedback from committee members is still difficult to obtain.
4. Conference committee meetings	<ul style="list-style-type: none"> BDS agreed that committees should continue to meet at the annual conference. It is a way to receive member feedback, communicate ongoing information to members, and meet individuals face to face which helps when asking individuals to take on assignments. It is suggested that the NACM board pilot the recommendation below. If successful, consider the 2015 mid-year. The current practice of each committee hosting an hour long meeting would not be feasible at the midyear. <ol style="list-style-type: none"> RECOMMENDATION: <i>Instead of each committee hosting a separate meeting at the 2014 annual conference, it is recommended that there be one joint meeting (1 to 1.5 hours in length total) with all of the committees participating. Each chair could give a brief, five minute presentation. Then committee chairs could break off into high top tables. Members could then meet and greet individually at the committee tables to share ideas, meet chair, and ask specific questions about the committee(s).</i>

Board Health: Ensuring the overall health (physical, mental and emotional) and stamina of NACM board members is critical to organizational success and sustainability.

1. Board member responsibilities and	<ul style="list-style-type: none"> The consensus was that, at certain points, board members can feel overwhelmed. Sometimes committee work that coincides with a
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assignments	<p>large project, officer position, or subcommittee can create a time and stress hardship for that individual.</p> <ul style="list-style-type: none"> • NACM projects should be assigned taking into account a cost benefit analysis, weighing the benefit vs. the time commitment, and consideration given to someone other than a committee chair or officer being responsible for the project. • Committee chairs should feel comfortable to acknowledge that their plate is too full. <ol style="list-style-type: none"> 1. RECOMMENDATION: <i>NACM projects should be assigned taking into account a cost/benefit/time analysis.</i> 2. RECOMMENDATION: <i>Consideration of someone other than a committee chair or officer should be given when determining project responsibility.</i> 3. RECOMMENDATION: <i>Board/President should consider using non-board members to chair subcommittees. This would help in NACM succession planning and alleviate stress of board members.</i> 4. RECOMMENDATION: <i>Assign State Association chair to a State Association member. This individual would be responsible for monthly meetings, agenda, minutes, etc. Vice President could still be involved in the planning of the leadership day at the annual conference.</i>
2. Board member responsibilities during the midyear and annual conferences	<ul style="list-style-type: none"> • The BDS felt that there are too many responsibilities assigned to board members during conferences. • BDS agreed that it is important to schedule downtime for board members. <ol style="list-style-type: none"> 1. RECOMMENDATION: <i>Evaluate host/reporter for modifications such as:</i> <ol style="list-style-type: none"> a. <i>Ask host state to fill in the remaining host sessions that are not filled by volunteers.</i> b. <i>Ask presenter to do introductions. Host would be available to assist presenter.</i> c. <i>Ask presenter to give a brief paragraph on their session instead of using reporters.</i> 2. RECOMMENDATION: <i>Instead of using board members as the networking suite attendant, ask past presidents, past board members, and/or host state. (board member could still be on call for questions/emergencies and to close/bouncer duties)</i> 3. RECOMMENDATION: <i>Provide downtime for board members on the morning of the President Reception and avoid board meeting when possible.</i> 4. RECOMMENDATION: <i>Continue placement of the fun run/walk prior to the social event.</i>
3. Board member	<ul style="list-style-type: none"> • BDS members are grateful for the inclusion and opportunity to

networking during the conference	<p>network. For some, more downtime is needed. The perception is that optional after hour board events (wine tasting, networking suite, etc.) are not really optional. Board members should be encouraged to take down time when needed. There is concern about how board members are invited to after hour activities. Sometimes this is done in front of other conference guests.</p> <ol style="list-style-type: none"> 1. RECOMMENDATION: Board host of informal network gatherings should be sensitive to board members need for downtime and make these gatherings optional. 2. RECOMMENDATION: Invitations distributed to board members to private gatherings should be discreet from non-invited NACM members.
4. Officer/Board/Directors dinners	<ul style="list-style-type: none"> BDS members stated that the board/officer/director dinners have been some of the most enjoyable board member experiences. These have come from the feelings of being included in the dinners as well as other board functions and events. BDS felt that it was great to get outside of the hotel and experience local culture. BDS felt there was some confusion as to what the purpose is of having separate dinners for the officers and board members on Friday evening. Clarification/communication to board might be helpful as to why separate dinners are held (i.e. meeting carryover, confidential communications with NCSC that are not appropriate for entire board, other). <ol style="list-style-type: none"> 1. RECOMMENDATION: In order to foster collegiality, cohesiveness, and networking, board dinners should be less formal when possible to allow for multiple conversations amongst different board members. (i.e. LA bowling, AZ dinner at private home, TX-Ranch) 2. RECOMMENDATION: Private room is preferable to allow for networking and building collegiality.
5. Expectations of board members	<ul style="list-style-type: none"> BDS agreed that the operations manual clearly articulates board duties except for conference duties. BDS agreed that more information should be shared with nominees/applicants on new board member duties as well as additional information should be shared after elections. <ol style="list-style-type: none"> 1. RECOMMENDATION: Operations Manual should be updated with expectations for members at conferences. 2. RECOMMENDATION: A link should be added on the Declaration of Candidacy form to the Operations Manual with a comment to review the section on the board member responsibilities. Maybe even a disclaimer that the applicant has read the section. 3. RECOMMENDATION: Add a supplemental phone conference for new board members with an officer(s) who can discuss the

	<p><i>operations manual and board role in more detail.</i></p> <p>4. RECOMMENDATION: <i>When setting up interviews for board positions, candidates should be instructed to review the board member responsibilities in the operations manual prior to the interview.</i></p> <p>5. RECOMMENDATION: <i>Interview panel may want to consider the following question of applicants during interview.</i></p> <p>a. <i>“How do you plan to juggle NACM board duties along with your normal job?”</i></p>
6. Building individual and collective board health	<ul style="list-style-type: none"> • The BDS considered additional ways to help alleviate board member stress. <p>1. RECOMMENDATION: <i>President/officers should consider delegating planning of board dinners to senior/outgoing board members in order to reduce planning stress for president/officers.</i></p> <p>2. RECOMMENDATION: <i>NACM Board should cultivate and maintain relationships with past board members in order to: engage continued activity in NACM, encourage volunteerism in the association, and to participate on committees or be a sounding board for ideas.</i></p> <p>3. RECOMMENDATION: <i>Host a cocktail hour, lunch meeting, meet and greet in networking suite or other, either formal or informal for current and past board members to continue to foster relationships. Could find past board members willing to host. If by invitation, might encourage members to come to conference.</i></p>

Board/Officer Meetings: Structuring board meetings in an efficient and effective manner helps facilitate the productivity of the association.

1. Board/Committee Chair Reports	<ul style="list-style-type: none"> BDS agreed that chair and officer reports can sometimes get too lengthy and many times chair reiterates committee work to date. 1. RECOMMENDATION: In order to move through the agenda in a more efficient manner, officer reports should only be added to the beginning of the agenda when the President has received an agenda item from the officer. 2. RECOMMENDATION: Committee report document should be modified to include a placeholder for: Expected length of committee report and items needing board action, vote or discussion. 3. RECOMMENDATION: Chair reports at the board meeting should be brief and include highlights of committee. Majority of report should be spent on items requiring board action, vote or discussion. 4. RECOMMENDATION: President should consider using committee report documents received to build board agenda. 5. RECOMMENDATION: Agenda should include start and end times of meeting and board should stick to timeframe. 6. RECOMMENDATION: When setting agenda times, chair should be cognitive of a timeframe that allows for downtime before dinner to: exercise, work, and make calls, etc. 7. RECOMMENDATION: Chair/President should keep board on task according to agenda times and remind same when the agenda is off track.
2. Time and place of board meetings	<ul style="list-style-type: none"> It was agreed by the BDS that meetings start and end times should be based on the business before the board. It was agreed that the fall board meeting is placed appropriately between the annual and midyear conferences. Visiting the next annual conference location is important for planning purposes. NACM board could benefit from additional face to face meetings. However, the group recognized that additional in person meetings would be cost prohibitive. Video conferencing was discussed as an option. It was agreed that this technology may be difficult with 15 access points.
3. Officer meetings	<ul style="list-style-type: none"> The Officers meetings were discussed at great length. All were in agreement that these meetings may need some restructuring and may also require a culture change from the current practice. There was agreement that officer meetings are necessary to

	<p>discuss sensitive information or brainstorm or develop solutions that will assist in moving board meetings along.</p> <ul style="list-style-type: none"> • BDS felt that it is helpful to have officer input in board discussion because the officer may know more about the topic at hand. • There was concern that often these meetings run right into the dinner hour allowing little downtime before dinner. • Some suggested that separate officer meetings may foster feelings of elite team and the perception that decisions may already be made prior to the board meeting. <ol style="list-style-type: none"> 1. RECOMMENDATION: President should set a reasonable time limit for officer meetings allowing for downtime; include meeting start and end time on agenda; and complete on time. 2. RECOMMENDATION: Review only board items that require board review, vote or discussion as well as items for Executive Board to increase productivity and eliminate redundancy. 3. RECOMMENDATION: Chair/President should keep officers on task according to agenda times and remind officers when the agenda is off track. 4. RECOMMENDATION: Officers should be careful not to present at board meetings as if decisions have already been made and instead invite members to participate in discussion. 5. RECOMMENDATION: In return, Board members should be empowered to comment about their concerns or approval.
4. Presentations at board meetings	<ul style="list-style-type: none"> • NACM is a collaborative association with many partners. To be well informed, board members need to be aware of what is going on in partner associations/organizations. • There is some concern that partner presentations take valuable time away from doing NACM work. Currently, approximately 26 partner associations/organizations receive information on the NACM annual conference. • Where to have the presentations and when was discussed. It was agreed they should be kept at the annual conference. • It was agreed that the President needs some leeway in setting the agenda based on the submitted agenda items and attendees at board meeting. • It was also agreed that there needs to be some mechanism in place for the President to set some type of time limit on presentations in order to get the important work of NACM accomplished. <ul style="list-style-type: none"> ○ Some suggestions include: <ul style="list-style-type: none"> ▪ Setting a time limit for each presentation ▪ Rotating partner associations presentations to every other year

	<ul style="list-style-type: none"> ▪ Staggering presentations throughout the day ▪ Identify length of meeting, subtract board reports, calculate remaining time and divide by presenters. • BDS members expressed concern about limiting partner presentations as changing this may have the negative impact of limiting NACM's ability to reciprocate at partner meetings. • Board/officers may need to collaboratively decide ahead of time how much time is appropriate for partner presentations.
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