

2016-2017
WA-ACTE
Leadership
Handbook

10/2016 Update



WA-ACTE 2016-2017

Washington Association for Career and Technical Education

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WA-ACTE 2016-2017

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WA-ACTE EXECUTIVE BOARD AND COMMITTEES 2016-2017

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WELCOME

As a member of the WA-ACTE Executive Board, you have been selected to one of the highest offices in the Association. The membership of WA-ACTE has instilled in you their trust that you will deliberate carefully, explore issues fully, make decisions, and work in the best interest of the profession of the Association.

This Leadership Handbook has been prepared to provide you a sense of continuity and awareness of all aspects of WA-ACTE, including expectations of leadership, the governance and staff structure, policies and procedures, and Association programs and services. The purpose of the Handbook is to help guide you as you fulfill your responsibilities as a leader in the Association. It is intended to be a “living” document. We encourage you to add materials and documents related to your individual sections.

Your position on the WA-ACTE Board carries with it responsibilities. Your commitment to the mission and purpose of the Association is critical. You are one of the most visible representatives of the Association and profession.

WA-ACTE wants you to have a successful and rewarding experience as part of the WA-ACTE Leadership Team.

LEADERSHIP

*Leadership is the privilege
To have the responsibility
To direct the actions of others
In carrying out
The purposes of the organization,
At varying levels of authority,
And with accountability
For both successful
And failed endeavors*

Wes Roberts

WASHINGTON ACTE MISSION STATEMENT:

“Washington ACTE’s mission is to support our members in providing high quality CTE opportunities for all students in Washington State.”

WA-ACTE CORE PURPOSE

To provide leadership and services to our members as they prepare students for lifelong career success.

We accomplish our Purpose by Providing Members:

- Quality professional development
- Advocacy and promotion of Career and Technical Education
- Advancement of policy and legislation
- Networking and communication
- Continuous quality association improvement

CORE VALUES

Advocacy

WA-ACTE believes that the field of Career and Technical Education needs a strong voice at the local, state, and national level to support its importance to students and to promote public awareness of the value of CTE in education and the economy.

Lifelong Learning

WA-ACTE embraces the concept of lifelong learning and recognizes how CTE creates a foundation for students to understand its importance in a rapidly changing environment.

Collaboration

WA-ACTE understands that it cannot accomplish its purpose without the strong support and partnership of other individuals and organizations who share in its vision.

Accountability

WA-ACTE supports the concept of accountability and encourages members to demonstrate their active contributions to all learners.

Service

WA-ACTE encourages the individual commitment of its members to the organization and the profession of Career and Technical Education, through professional service and support.

Diversity

WA-ACTE values diversity among its members and students and actively works to increase the diversity among its members.

TRAITS OF EFFECTIVE LEADERS

- ◆ Make Others Feel Important – If your goals and decisions are self-centered, team members will lose their enthusiasm quickly. Emphasize their strengths and contributions, not your own. Share the credit whenever possible.
- ◆ Promote A Vision – Team members need a clear idea of where you are leading them, and they need to understand why that goal is valuable to them. Your job as a leader is to provide that vision.
- ◆ Follow The Golden Rule – Treat others the way you enjoy being treated. An abusive leader attracts few loyal team members.
- ◆ Admit Mistakes – If people suspect that you're covering up your own errors, they'll hide their mistakes too, and you'll lack valuable information for making decisions. When you're right – don't gloat.
- ◆ Criticize Others Only In Private – Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.
- ◆ Stay Close To The Action – You need to be visible to the members of your organization. Talk to people, ask questions – often you will gain new insights into your position and find new opportunities for motivating team members.

WA-ACTE GOVERNING DOCUMENTS

WA-ACTE's governing documents, in hierarchical order are:

1. Articles of Incorporation
2. Bylaws and Constitution
3. Purpose Statement
4. Policies and Procedures Manual
5. Strategic Plan
6. Budget
7. Consent Agenda
8. Reimbursement Procedures
9. Roles and Responsibilities Descriptions

ARTICLES OF INCORPORATION

WA-ACTE is a not-for-profit corporation in the state of Washington since 1946. The Articles of Incorporation include the name of the corporation, purposes for which it was formed, and a statement that all rules of the corporation are to be embodied in the Bylaws. A copy of the Articles of Incorporation is retained in the WA-ACTE Headquarters.

CONSTITUTION

The purpose of a Constitution is to establish the structure by which the organization can function in a smooth and orderly fashion.

BYLAWS

The Bylaws of an incorporated not-for-profit organization include provisions with respect to:

- The purpose of the organization
- Qualifications of membership
- The election and duties of its directors
- The role of the members (if any)
- Meetings of members and directors, including notice, quorum, and voting
- The role of Executive and other committees
- The role and relationship of state Associations and affiliated organizations
- The organization's fiscal year
- How the Bylaws are amended
- Indemnification and dissolution procedures

Bylaws are living documents and subject to change as organizational needs change, but there should be relatively few substantive changes. Operational details belong in the Policies and Procedures Manual.

POLICIES AND PROCEDURES MANUAL

The Policies and Procedures Manual includes those rules that are set by the Executive Board and can only be changed by the Board. Policies are established by the Board to guide the Association so that it runs effectively, efficiently, legally, and ethically. Policy decisions affect the organization as a whole and establish the framework within which volunteers and staff can lead and manage the programs and services of the Association.

Included in the Manual are the standing rules for the conduct of the Executive Board. Also included are those standard operating procedures that the Board desires to have controlling authority over (i.e., investment guidelines, creation of sections, election procedures, expense reimbursement, etc.). Specific action items or annual decisions are generally not part of the Manual.

The Policies and Procedures Manual is reviewed, changed (if necessary), and approved annually by the Executive Board. The Past President is in charge of drafting proposed changes.

MEETINGS

Attendance at all scheduled board meetings is mandatory. It is expected that all materials related to the meeting are reviewed prior to the meeting. Reimbursement will be based on WA-ACTE written policy. If a position is vacant for two consecutive meetings, that representative shall be subject to removal from the Board.

There shall be at least 5 meetings per year either in person or by conference call.

Roberts Rules of Order are used to operate the meetings.

Executive Session will be called by the President to deal with staffing or confidential Association business. All official action shall be taken in an open meeting.

THE CONSENT AGENDA

The WA-ACTE Executive Board follows the "Consent Agenda" format for its meetings. This format allows the Board to properly review and accept the delegated work of the staff and committees and focus its attention on the broader philosophical and policy issues challenging the Career and Technical Education profession and the Association.

What is a Consent Agenda?

A Consent Agenda is an automatic approval agenda. It is used for two purposes:

- 1) to speed routine items that are always approved by the Board without discussion
- 2) to approve items that have already been delegated by the Board to committees, task forces, or staff.

Items placed on a Consent Agenda are those which do not require Board discussion. It assumes the Executive Board has done its homework and reviewed the information prior to the meeting.

What can be included on a Consent Agenda?

There is no limitation as to what can be included on a Consent Agenda. Realistically, only those items that do not require Board discussion (as described above) should be included. Items that are routinely included by Associations are: approval of minutes, officer reports, staff reports, committee reports, and financial reports. Items that require approval of motions by the Board, but are routine (i.e., approval of Section reports) can be included.

How does the Consent Agenda work?

One of the first items of business at the Executive Board meeting is the approval of the Consent Agenda. Those items that have been included in the Consent Agenda will be listed in the overall meeting agenda. Approval of the Consent Agenda implies approval of all items included. In Roberts Rules of Order, this is referred to as "general consent." Under these conditions, the method of general consent can be used either to adopt by motion without the steps of stating the question and putting the motion to a formal vote or it can be used to take action without the formality of a motion.

THE CONSENT AGENDA - continued

Whenever a Board Member does not agree with an item on the Consent Agenda, they can ask that it be taken off the Consent Agenda and placed as a separate item on the meeting agenda. Prior to approval of the Consent Agenda the President will ask if there is any item that a Board Member wishes to discuss. If so, that item will be moved to the regular agenda. Whenever possible, a board member should ask the President in advance of the meeting.

Why use a Consent Agenda format?

By putting routine and designated items for quick approval, the Board can spend its time discussing policy and strategic issues that demand its attention. It also allows the Board to have ample time to thoroughly discuss those issues that are sensitive or controversial in nature. The Consent Agenda also facilitates the organizations desire to streamline the decision-making process and include a greater number of members in the planning and implementation of programs and services.

COMMITTEES

Each board member will serve on one of the three Strategic Plan Committees:

- ◆ Professional Development
- ◆ Membership/Awards
- ◆ Legislation

Board members will recruit two additional individuals from their section to serve on the other two committees.

REPORTS

A board report containing section activities is due to the WA-ACTE office 17 days prior to each board meeting to be included in the board books.

An Annual Report of your section's accomplishments to meet their Strategic Priorities Plan/ Program of Work is due in the WA-ACTE office by July 1 each year.

If you have an item you would like on a WA-ACTE board agenda, please notify the staff or Executive Director at least two weeks prior to the board meeting.

BUDGET

The budget is an expression of how the Association has determined it will spend its resources. It sets the financial parameters and provides a guideline for the implementation components of each activity within the Association. The programs contained within the budget should be aligned with the WA-ACTE operations and Strategic Plan. The Board approves and adopts the budget in May of each year.

BUDGET CYCLE

The WA-ACTE fiscal year runs from July 1 through June 30. The accrual method of accounting is used, so income and expenses are shown in the year/month in which the activity or program takes place.

The President Elect, Executive Director, with input from the Past President and President, develop the final budget for submission to the Executive Board. Each year WA-ACTE is required to obtain approval from the Executive Board for monies it intends to disburse. These procedures play a key role in assuring appropriate planning and financial controls of the Association.

CHANGING THE BUDGET

WA-ACTE recognizes that there are times during the year when opportunities arise that are in the members' best interest to address immediately and also that resource requirements can sometimes shift.

In order for changes to be made to the budget, the Executive Director and Executive Committee shall provide a recommendation for action to the Executive Board. If necessary, the Executive Committee may approve changes to the budget.

FINANCIAL STATEMENTS

The WA-ACTE Executive Board is provided financial statements at each Board meeting showing the income and expense performance of the Association. Along with a Finance Committee report, these statements provide valuable up-to-date information on ongoing programs and enable the Board to make informed decisions concerning the viability and profitability of the Association. Questions regarding the financial status of any program should be directed to the Executive Director and Executive Committee.

STRATEGIC PLAN

The Strategic Plan represents an expression of the core purpose and values of the Association and serves as a blueprint for the future direction of the organization. The Plan serves as a map for the priority allocation of resources and determines the annual objectives and work plan for the volunteers and staff.

The status of the WA-ACTE Strategic Plan is to be reviewed annually by the Executive Board. The goals and objectives are to be reviewed every two to three years. Strategies and tactics for achieving the goals and objectives are identified and implemented by committees and staff.

It is risky to assume that even a well-conceived strategic plan will automatically happen. Associations need to plan and think through the implementation phase. Success depends on key factors, such as:

- The strength of volunteers and staff “buy-in” and ownership
- The degree to which the plan is linked to special annual program plans
- The degree to which a method of monitoring the plan and updating it annually is formalized
- Commitment by the board to work the Plan

Adopting contemporary approaches to strategic planning allows an Association to meet the pressures of progress aggressively and to develop priorities to meet members’ needs and to move the Association ahead.

ROLE OF STAFF

The WA-ACTE staff serves as a resource to the Board. The Executive Director assumes much of the responsibility of the management and implementation of the direction established by the Board. The staff provides direct contact with the membership and is accessible daily by phone or email. The staff provides a communication link with the Board and the membership. The relationship between the staff and the Board is one of partnership and collaboration.

The Executive Director is employed by the board on a three-year contract to conduct business of the Association. The Executive Director reports directly to the Executive Committee for direction and evaluation.

Staff duties are outlined in the Job Descriptions, which serve as the basis for evaluation.

STAFF COMMITTEE POSITION

Basic Function:

Serves as an informed resource person to the chair and members of the committee. Assists the chair in facilitating committee discussions and activities which address the committee's charge. Works with the chair to ensure that all committee work is consistent with the Association's goals and objectives.

Responsibilities:

- ◆ Provides thorough orientation for each new committee chair and assists the chair in providing orientation for members.
- ◆ Works with the chair to develop a plan of work that will allow the committee to effectively and efficiently discharge its responsibilities.
- ◆ Works with the chair to develop agendas and conduct effective meetings of the committee.
- ◆ Provides administrative support for planning and execution of all committee meetings.
- ◆ Drafts the minutes of committee meetings for review and approval of the chair.
- ◆ Works with the committee chair and members to ensure that the work of the committee is carried forth between committee meetings.
- ◆ Facilitates communication of committee activities, including requests for action and/or proposed policies to the executive director and board.

Committee Minutes:

- √ Include the date, time and place of the meeting. Note the chair's name, members present and absent, and other key people in attendance.
- √ Note all formal motions and passage or defeat.
- √ Note all decisions reached, including motions passed and follow-up actions to be taken, with deadlines for implementation.
- √ Include a brief summary of discussions.
- √ Provide information on the time and place for the next meeting.
- √ Distribute the minutes to all committee members.
- √ Meeting minutes do not require formal approval by the committee.

VOLUNTEER LEADER /STAFF PARTNERSHIP

The Formula for Association Success

Goal:

Building an association culture constructed on trust, mutual respect, and shared responsibilities and accountability.

Key to Success:

Building and nurturing a strong partnership between the volunteer leadership and the association staff.

The Formula:

1. Clarity and consensus on roles and responsibilities of both volunteer leaders and staff.
2. Value and respect the knowledge, expertise, and skills of both volunteers and staff.
3. Maximize the unique talent and skills of volunteers and staff in implementing the strategic direction of the association.
4. Understand and embrace the difference between the work of a policy board and the operational responsibilities of staff.
5. Shared vision and clarity on what constitutes success.
6. Ongoing communication between volunteer leaders and staff – no surprises.
7. Involvement of both in the planning process.
8. Recognition and appreciation for each other's time and efforts.
9. Availability of appropriate resources and information to achieve success.
10. Volunteer leaders provide passion and a unique knowledge of the association members; staff provides objectivity, continuity, and unique skills in necessary functional areas.
11. Value the diversity of styles and consider all ideas equally.
12. Understand that it takes the full commitment of both volunteer leaders and staff to achieve the association's desired success.

DEVELOPING AND STRUCTURING THE MEETING AGENDA

- ◆ Provide an agenda sheet with the beginning and ending time for the meeting and topics to be discussed and/or acted on.
- ◆ Sequence the agenda items thoughtfully. Start with items that will unify the committee; this sets the stage for working together. Early in the meeting is a good time to discuss topics that require energy and creativity. Don't put difficult topics back-to-back. End the meeting with topics that will unify the committee; people like to leave meetings feeling that they are part of a productive team.
- ◆ Do not over schedule the meeting. Provide sufficient but not too much time for each topic. A good approach is to show key times for topics on the agenda.
- ◆ Provide written background on topics whenever possible.
- ◆ Indicate whether an item is for discussion only or if action is expected.
- ◆ Identify the person who is presenting each item.

TIPS FOR PRESIDING OVER A MEETING

- ◆ Open the meeting on time.
- ◆ Announce the business to be conducted.
- ◆ Recognize members.
- ◆ Restate the issue to be voted on before calling for a vote, if necessary explain the consequences of the vote.
- ◆ Put all issues to a fair vote; don't make assumptions about how committee members feel.
- ◆ Don't let discussions drift or go on too long.
- ◆ Stay with the agenda. Seek the committee's agreement for agenda changes.
- ◆ Close the meeting on time.

GUIDELINES FOR EFFECTIVE TEAM / COMMITTEE MEMBERSHIP

- ◆ Contribute ideas and solutions
- ◆ Recognize and respect differences in others
- ◆ Value the ideas and contributions of others
- ◆ Listen and share information
- ◆ Ask questions and get clarification
- ◆ Participate fully and keep your commitments
- ◆ Be flexible and respect the partnership created by a team – strive for the “win-win”
- ◆ Have fun and care about the team/committee and the outcomes

CHARACTERISTICS OF A HIGH-PERFORMANCE TEAM / COMMITTEE

- √ Participative leadership – creating an interdependence by empowering, freeing up, and serving others.
- √ Shared responsibility – establishing an environment in which all team members feel responsibility as the manager for the performance team.
- √ Aligned on purpose – having a sense of common purpose about why the team exists and the function it serves.
- √ High communication – creating a climate of trust and open, honest communication.
- √ Future focused – seeing change as an opportunity for growth.
- √ Focused on task – keeping meetings and interactions focused on results.
- √ Creative talents – applying individual talents and creativity.
- √ Rapid response – identifying and acting on opportunities.

ENHANCING COMMITTEE EFFECTIVENESS

The Chairperson's Role as Facilitator

- ◆ Be a facilitator of meetings; don't hold court. The committee belongs to the association, not to the chair.
- ◆ Guide, mediate, probe, and stimulate discussions. Let members thrash out ideas, committees are not formed to validate the thinking of the chair or staff.
- ◆ Encourage a clash of ideas, but not of personalities. Good decisions are made when committees examine all sides of an issue, but don't let members personalize the debate. When emotions run high, take a break.
- ◆ Prevent one-sided discussions.
- ◆ Deal with dysfunctional behaviors. Don't let a person who is blocking constructive discussions ruin the discussion.
- ◆ Keep discussions on track; periodically restate the issue and the goal of the discussion.
- ◆ Monitor participation; control talkative members and draw out silent members.
- ◆ Use well-placed questions, seek points of information and clarification, and periodically summarize to keep the discussion focused.
- ◆ Be sensitive to the feelings of members. Look for visual and verbal cues to determine if a member is not happy and deal with it.
- ◆ Keep the group focused on the central question and moving toward a decision.
- ◆ Seek consensus, but unanimity is not required. Sometimes an idea is compromised by trying to get every person to completely agree.
- ◆ Close the meeting by noting achievements.

COMMITTEE MEMBER POSITION DESCRIPTION

Basic Function:

Reports to the committee chair. Actively participates in the work of the committee; provides thoughtful input to the deliberations of the committee; focuses on the best interests of the Association; and works toward fulfilling the committee's goals.

Responsibilities:

- √ Reviews all relevant materials before committee meetings. Makes contributions and voices objective opinions on issues.
- √ Attends committee meetings or arranges for a substitute.
- √ Carries out individual assignments made by the committee chair.
- √ Works as part of a committee and staff team to ensure the committee proposes policies/activities that help Association members.
- √ Represents the committee in meetings of other association groups (sections).
- √ Promotes clarity within the committee on the committee's role and how it supports and fits within the interests of the Association.

CHARACTERISTICS OF WELL-FUNCTIONING TEAMS (Committees)

Purpose:

Members proudly share a sense of why the team exists and are invested in accomplishing its mission and goals.

Priorities:

Members know what needs to be done next, by whom, and by when to achieve team goals.

Roles:

Members know their roles in getting tasks done and when to allow a more skillful member to do a certain task.

Decisions:

Authority and decision making lines are clearly understood.

Conflict:

Conflict is dealt with openly and is considered important to decision-making and personal growth.

Personal Traits:

Members feel their unique personalities are appreciated and well utilized.

Effectiveness:

Members find team meetings efficient and productive and look forward to this time together.

Success:

Members know clearly when the team has met with success and share in this equally and proudly.