



ACTE BOARD OF DIRECTORS OVERVIEW OF ROLES & RESPONSIBILITIES

Role:

The Board of Directors is the sole governing body of ACTE and has overall responsibility for the supervision, control and direction of the Association. The Board has the principal responsibility for fulfillment of the organization's mission and the legal accountability for its operations. The Board is fully accountable to the membership for the success of the organization. For purposes of efficiency, the President and the Executive Committee oversee the day-to-day business of the Association.

Responsibilities:

- 1. Determine the Association's mission and purpose.**
 - Ensure that the Association has an up-to-date statement of what it does, why it does it, and whom it serves.
 - Conduct periodic reviews of the mission statement's adequacy, accuracy, and validity.
 - Assess program activities against the mission to ensure alignment.
- 2. Select ACTE's Executive Director.**
 - Establish specific long-term priorities for the next period of executive leadership.
 - Establish clear objectives and clarify expectations for at least the first year of a new Executive Director's service.
 - Articulate the particular characteristics, skills, and style sought in a new Executive Director.
 - Provide an adequate compensation package and other employment terms.
 - Clarify the Board's own functions as distinct from those of the ACTE Executive Director and staff.
 - Prepare a comprehensive job description that reaffirms that the ACTE Executive Director is the chief staff officer and removes any ambiguity with the ACTE President on this matter.
- 3. Provide proper financial oversight.**
 - Assist in the development and approval of ACTE's annual budget.
 - Monitor the implementation of ACTE's annual budget by reviewing quarterly financial statements.
 - Ensure that an independent auditor performs an annual audit.
 - Manage the Association's resources effectively, including ensuring that the requisite cash-management controls are in place and monitoring the performance of key staff members and the Director of Finance.
 - Assure adequate liability insurance is purchased.
 - Monitor the distribution of authority of financial decisions between the Board and staff.
 - Oversee ACTE's investments, monitor ACTE's reserve funds and formulate ACTE's investment policy and strategy.

4. Ensure adequate resources to carry out the Association's mission, goals and objectives.

- Set revenue and fundraising goals for the Association.
- Actively assist in the sourcing of resources to assist the Association in carrying out its mission, to include assistance in the identification and solicitation of sponsorship opportunities.
- Help ACTE's sponsorship efforts by cultivating interest in the Association among potential sponsors and thanking and maintaining relationships with current sponsors.
- Ensure that ACTE's current revenues are stable and encourage the cultivation of new sources of revenue that are sustainable for the long-term.
- Provide entrepreneurial leadership to the Association.

5. Ensure the Association is performing in a legal and ethical manner and that proper controls have been established to maintain accountability.

- Protect the Association for legal action, promote a safe and ethical working environment, and safeguard ACTE's integrity in pursuit of its mission.
- Establish pertinent policies to guide the Association's Board members and staff.
- Adhere to the provisions of ACTE's bylaws and Articles of Incorporation and amending them when necessary.
- Adhere to local, state, and federal laws and regulations that apply to nonprofits.

6. Ensure effective organizational planning.

- Be actively and extensively involved in the strategic planning process, assume ownership of the strategic plan, and help to implement the plan's goals and objectives, including the acquisition of new resources.
- Approve ACTE's strategic plan.
- Assure that the Association is organized effectively to include periodic reviews that address as needed changes to insure the Board and it's members, including the President, are operating effectively.
- Review, question and provide feedback on progress reports presented by ACTE's Executive Director.
- Serve on standing committees and task forces.

7. Recruit and orient new Board members.

- Define the desired ACTE Board composition in terms of member experience, skills, influence, demographics, etc.
- Assure that accurate statements of Board member roles and responsibilities are maintained and periodically updated, as needed.
- Assist in recruiting candidates for the ACTE Board of Directors.
- Properly orient new Board members to both the board and board membership and to the Association and its mission, programs, services, goals, structure, finances, and emerging issues and opportunities.

8. Enhance the Association's public standing.

- Serve as ACTE ambassadors, advocates, community, and industry representatives.
- Stay current with ACTE's programs, initiatives, and positions and be able to articulate these publicly.
- Represent ACTE at ACTE events and/or meetings with other associations, as requested by the President or Board.
- Act as a spokesperson to the media when specifically requested by the President.

9. Determine, monitor, and strengthen the Association's programs and services.

- Evaluate ACTE's current and proposed programs and services to assure consistency with ACTE's mission and purpose.
- Understand the ACTE members' needs.
- Given limited resources and unlimited demands, decide among competing priorities.
- Balance the need to maintain quality, cost-effective programs and services with the staff resources necessary to initiate and support them.

10. Support the Executive Director as needed or as requested.

- Provide consistent moral and substantive support to the Executive Director.
- Ensure that the Executive Director receives frequent and constructive feedback, and is complimented for exceptional performance.
- Set mutually agreed to annual goals and performance objectives for the Executive Director.
- Conduct formal yearly and periodic performance reviews.

Desired Leadership Structure & Characteristics

- Maintain a Cabinet type structure where all Board members actively contribute based on their respective experience and skills.
- Work from clearly communicated roles, responsibilities, and accountability
- Govern by uncomplicated processes and structure
- Work towards less dependency on bureaucracy and policy and more use of trust
- Ensure a nimble infrastructure
- Encourage a free flow of responsible communication amongst the Board and ACTE staff.
- Maintain a strong and collaborative partnership with staff
- Possess a reputation for proactive leadership
- Be respected and trusted by members
- Operate by, and adhere to the ACTE Code of Ethics

Board Composition:

Total Members = 15 -16

Total Voting Members = 14 -15

Non-Voting Member = 1, ACTE Executive Director

Board Members:

Officers:

(Appointed by the Board of Directors)

President

President-elect (serves only when Treasurer-elect is not in office)

Treasurer

Treasurer-Elect (serves only when President-elect is not in office)

Executive Director

Regional Board Members:

(Elected by the members of each region)

Asia Pacific

Canada

Europe

Latin America

Middle East & Africa

United States

At-Large Board Members:

(Elected by all members)

4 At-Large Board Members

Chair of the ACTE Global Centre for Research and Education

1 Appointed Board Member (optional)