

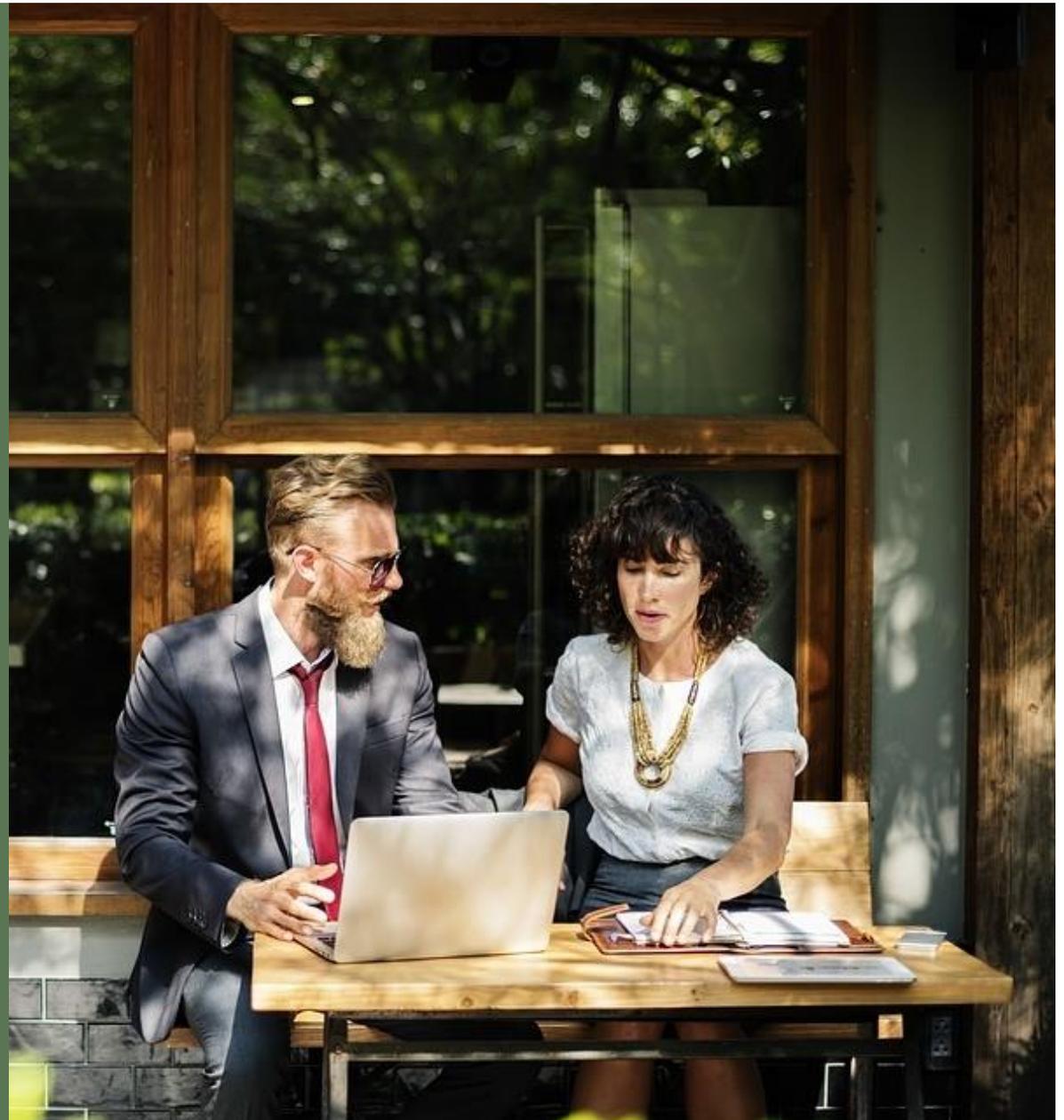
# Board Titles and Responsibilities

02/12/2019

Alistair Lowe-Norris

Vice President

**ACMP** PACIFIC  
NORTHWEST



# ACMP Pacific Northwest Chapter

## Mission, Vision, and 3-Year Strategic Priorities

### MISSION

The ACMP Pacific Northwest Chapter promotes and advances change management as a professional discipline within the Pacific Northwest.

The Chapter advances the professional discipline of change management through professional development and learning, community building, and thought leadership

### VISION

Our locally-focused and globally-inspired network of change leaders successfully engage with the ever-increasing pace of change, strengthening the Pacific Northwest community.

### 2019-2021 Strategic Priorities

1. Ignite a membership experience to strengthen change management value in the Pacific Northwest community
2. Deliver regular, predictable, and actionable educational programming.
3. Improve our organizational health and capacity by aligning our organizational structure to our strategic priorities, and mature the governance models for board lifecycle and membership lifecycle
4. Maintain a sustainable financial model in support of our mission and strategic priorities

# Why Volunteer?

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has – Margaret Mead

As a public benefit corporation, we want to our locally-focused and globally-inspired network of change leaders to successfully engage with the ever-increasing pace of change, strengthening the Pacific Northwest community.

Together we can make change happen in the Pacific Northwest.

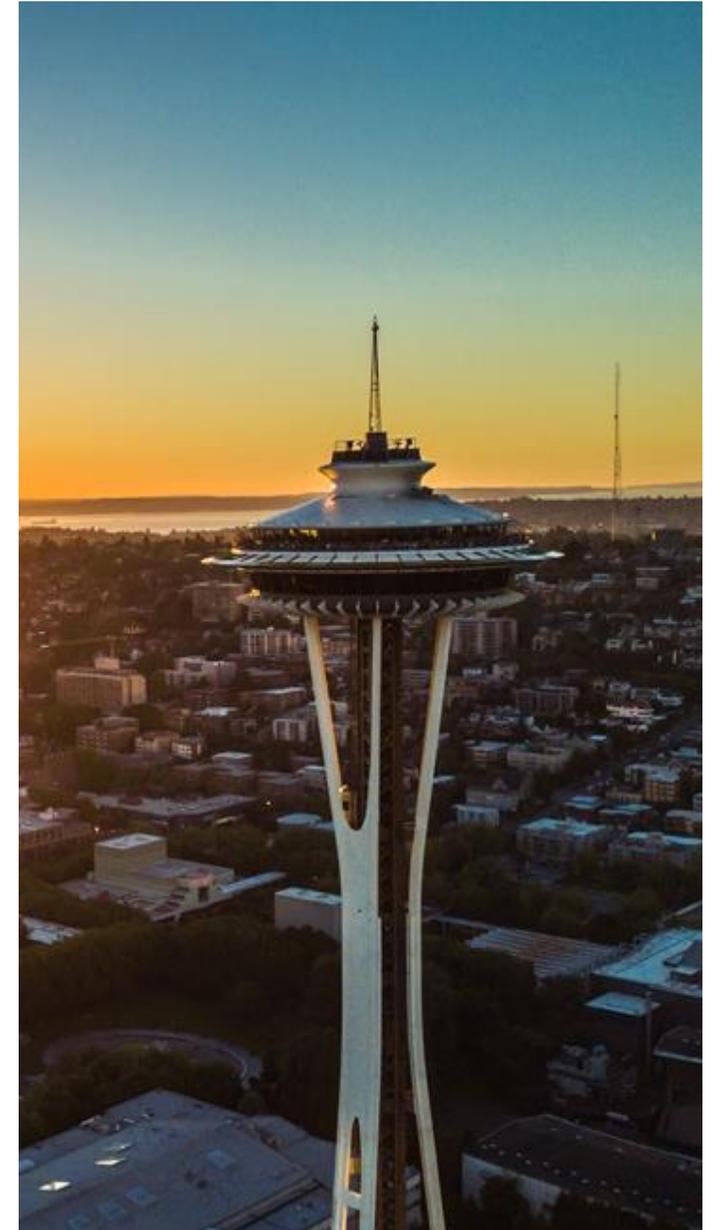
Volunteers can serve on the ACMP PNW Chapter Board, on Committees, or volunteer to help with Coffee Chats, Quarterly Learning Events, Membership Engagement, Marketing & Communication Efforts, Conference Planning, and Thought Leadership Events for the Pacific Northwest in Seattle and Portland.

We'd love to help you find an opportunity that meets your goals, takes advantage of your talents, and allows you to serve with people who share your commitment. Interested in learning more?

Please contact:

Sara Pendergast, Membership Director

[membership@acmppnwnetwork.org](mailto:membership@acmppnwnetwork.org)



# General Responsibilities

## Applies to all Board Members

- The board must “own” the organization’s mission and vision
- Board members must obey the organization’s articles of incorporation, bylaws, and board policies
- Board members should plan to attend every board meeting of the organization
- Board members must attend the twice-yearly retreats
- Board members must participate in and vote during the annual Chapter election
- The board has full and final authority over the affairs of the organization
- Board members have authority only as a body and not individually
- Board members have a fiduciary duty to the organization that encompasses the duty of care, the duty of loyalty, and the duty of obedience
- The board’s proper role is to focus on the strategy, oversight and policy matters - not micromanage the affairs of the organization
- The board must maintain appropriate oversight over the organization’s financial affairs - either directly or through a committee
- Understand and align with the Global Association (ACMP Global)
- Serve as a voting member of the Board of Directors
- Participate as a vital part of the board leadership
- Maintain knowledge of the Chapter and personal commitment to its mission and vision
- Play an active role in fundraising and sponsorship activities
- Understand the responsibilities of their role and the roles of other board members
- Perform other duties as assigned by the President or by the Board of Directors
- As appropriate, form a committee to address and/or support the work of the role



# Board Members

The full Board of Directors

President	Vice President	Secretary / Treasurer	Past President
Marketing & Communications Director	Membership Director	Community Engagement Director (Seattle)	Community Engagement Director (Portland)
Thought Leadership Team Director	Sponsorship Director	Strategic Initiatives Director	Technology Director

Key:

Officers and Board Members

Board Members

New 2019 board member position



# President

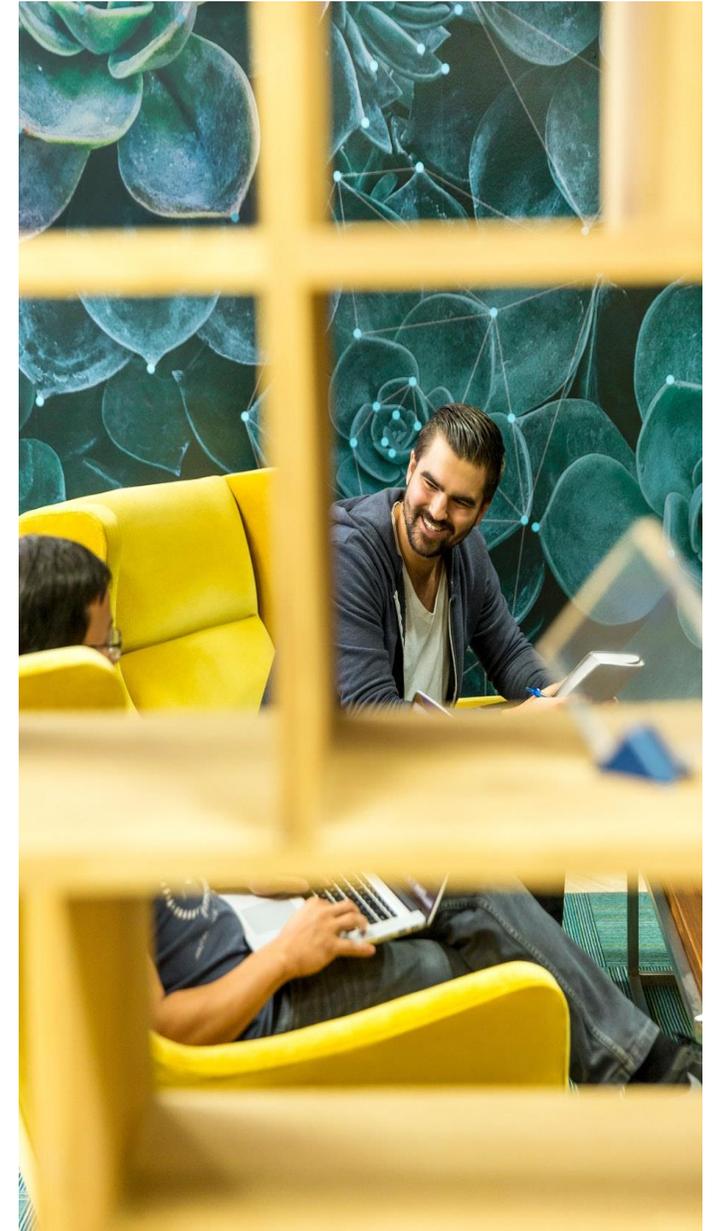
1 Year Term / 15-20 hours per month commitment

## Purpose

Principal Executive Officer of the Chapter. Shall in general supervise and have charge of all affairs of Chapter pursuant to the direction and oversight of the Board of Directors. This is a voting Board position and is an Officer of the Corporation.

## Duties

- The president is expected to review and understand the organization's articles of incorporation, bylaws, board policies and procedures, financial and legal situation, and strategic plan
- As the board ambassador, the president acts as a spokesperson to the larger community and overall Chapter
- Speaks on behalf of the organization and advocates for the cause by “owning” the board mission and vision along with fellow board members
- Models the appropriate leadership behaviors, by setting high standards for board conduct and intervenes if conflicts of interest or confidentiality issues arise
- Demonstrate Chapter leadership and is respected by fellow board members, and Chapter stakeholder
- Willing and able to lead the board in handling difficult issues
- Has the ability to communicate, listen and seek input from others when making key decisions
- Feels comfortable delegating and holding others accountable for deliverables
- Possesses strong group dynamic skills which are essential to keep meetings running smoothly and to deal with any conflicts that may arise
- Contributes to the development of the annual Board operating budget
- Ensures that Global quarterly and annual reports are completed and submitted according to deadlines communicated by Global



# Vice President (President Elect)

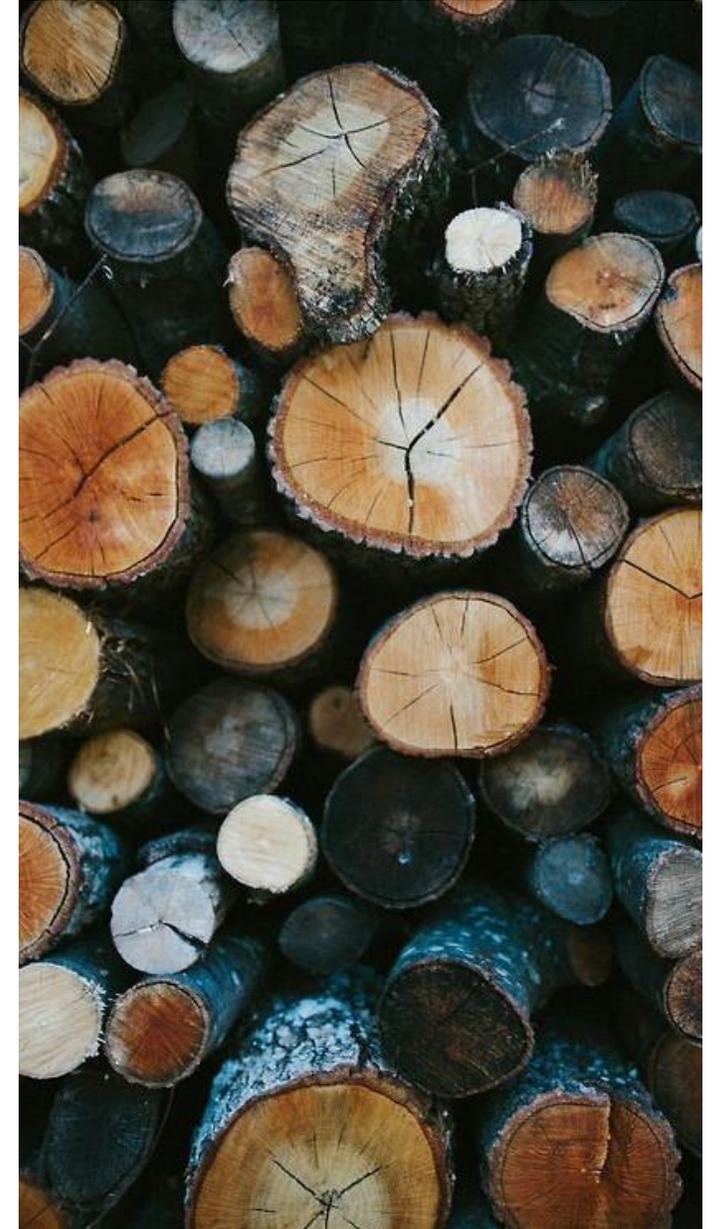
1 Year Term / 15-20 hours per month commitment

## Purpose

Serves as the Officer of Governance and Elections and the incoming President Elect. In the absence of the President or in the event of their inability or refusal to perform the duties of the President, shall have and may exercise all the powers of the President. The Vice President, whose knowledge and commitment mirrors that of the President, may serve in the President's place for board activities and in the spokesperson capacity. This is a voting Board position and is an Officer of the Corporation.

## Duties

- Participates in the development, establishment and maintenance of policies through which the work of the organization is accomplished
- Suggests policy-related agenda items for meetings
- Accountable for the ACMP PNW Board election process, including strategy, planning and execution including election related communications
- Works with the President and the rest of the Board to prospect for, recruit, elect, appoint and onboard new Board members
- Helps with the periodic review and modification of governance documents for the corporation (articles of amendment, bylaws, board policies, board procedures) as needed
- Participates closely with the President to develop and implement board member transition plans
- Performs other responsibilities as assigned by the Board
- Contributes to annual Board operating budget development



# Secretary / Treasurer

1 Year Term / 15-20 hours per month commitment

## Purpose

Helps enforce the mission of the Chapter by providing oversight, management and controls for all Chapter processes. The custodian of the mission and the spirit of the Chapter and see that such spirit is carried forward and in documents where necessary. Has charge and custody of all funds and securities for the Chapter. This is a voting Board position and is an Officer of the Corporation.

## Duties

- Maintains the Chapter's books in accordance with generally accepted accounting practices
- Prepares financial statements for use by the Chapter's accounting firm
- Responsible for timely business filings with the State of Washington
- Generally monitors and makes recommendations on the health of the Chapter's finances
- Prepares monthly financial reports for the Board
- Maintains the Chapter's insurance and coordinates issuance of certificates of insurance as needed for events or other activities
- Takes minutes at Board or special meetings and distributes to board within three business days
- Maintains the corporate minutes book
- Maintains all presentations and meeting documentation
- Manage annual Board operating budget development process
- Leads the Finance and Audit Committee



# Past President

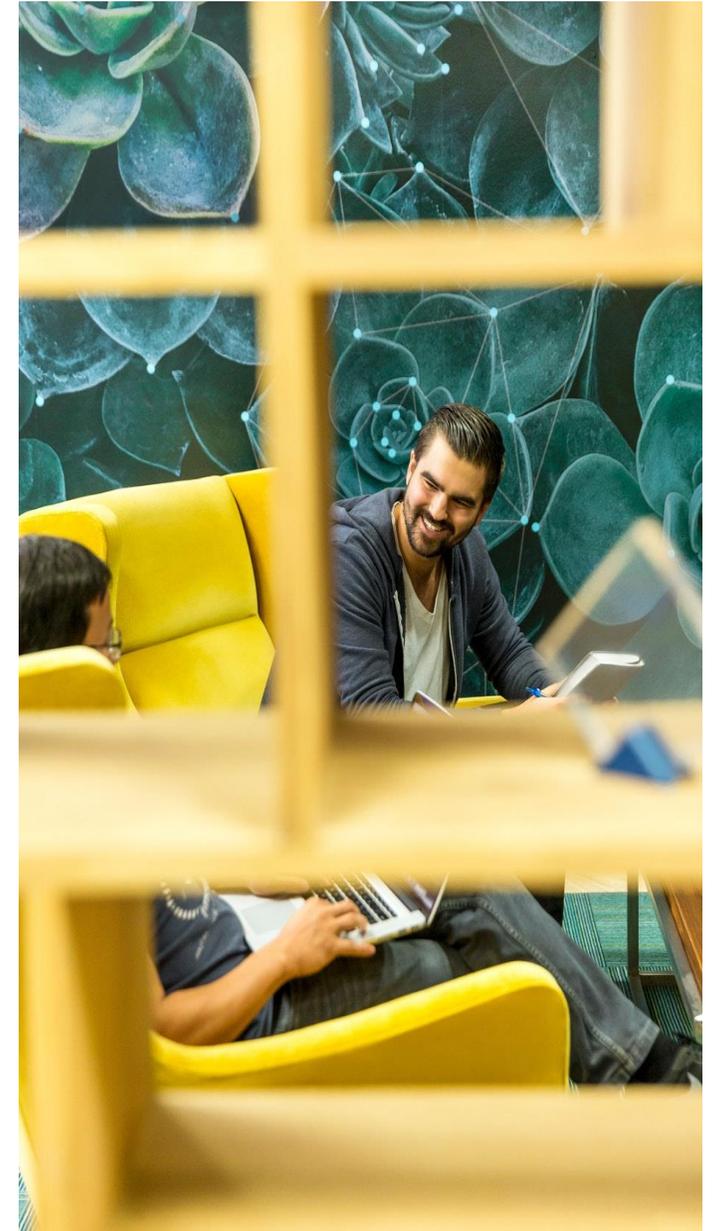
1 Year Term / 15-20 hours per month commitment

## Purpose

The immediate Past President serves as a member of the Board to ensure continuity of the transition of the Vice President as they move into their presidency. The role also continues as a Chapter advisor for the year. This is a voting Board position.

## Duties

- Provides Chapter history and continuity as the Board continues to grow and evolve
- Connects Board Officers to previous processes, documentation, Global contacts, etc. as needed to support them in their roles and responsibilities
- Serves as a sounding board/coach/mentor/reviewer to all Board Directors & Officers
- Takes on special projects at the will of the Board and based on personal availability
- Formally represents the ACMP PNW Chapter on ACMP Global Task Forces and Committees, as well as sister organizations where appropriate, for the duration of the term



# Marketing & Communications Director

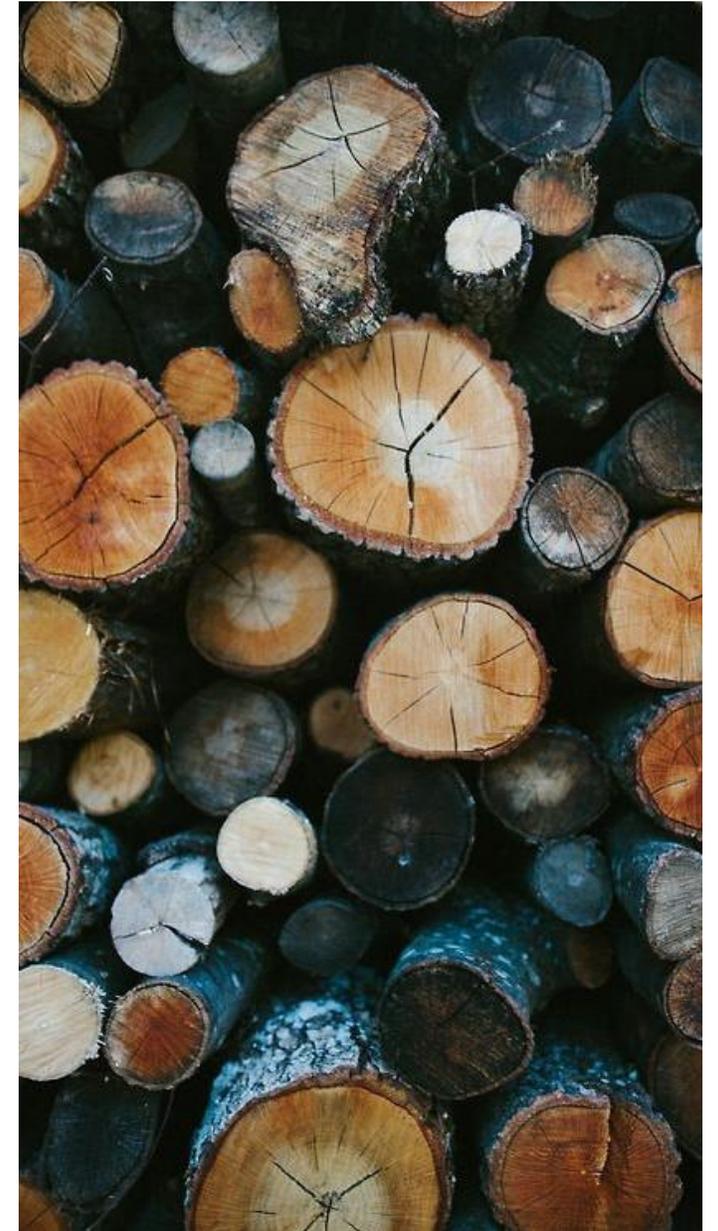
2 Year Term / 15-20 hours per month commitment

## Purpose

Has charge and custody for all communications for the Chapter. Focused on creating brand awareness and Chapter engagement through monthly marketing and communication efforts. The goal to create awareness to our Chapter by providing updates regarding Membership announcements, Community Engagement events, Thought Leadership Team (TLT) happenings, Governance activities and more. This is a voting Board position.

## Duties

- Owns the Marketing and Communications Strategy (key themes, metrics, etc.) and incorporates feedback / revisions provided by fellow Board Members
- Prepares and sends all marketing comms to members / non-members, including newsletters, learning events, etc.
- Coordinates newsletter content receipt across all Board Members; serves as the Project Manager to coordinate the completion, QA, and distribution
- Creates and distributes digital postcards for all coffee chat and learning events as directed by the Community Engagement Directors (Seattle and Portland)
- Supports marketing communication activities for the bi-annual Change Connect Conference working directly with the Strategic Initiatives Director
- Manages distribution lists working closely with Board partners
- Fosters a strong social media presence by posting ACMP articles and insights on social media channels (LinkedIn, Twitter, Chapter website, etc.) and encouraging other Board Members to contribute as well
- Responds to fellow Board Member requests and questions related to Marketing and Communication efforts and support needs
- Identifies marketing and communication volunteer opportunities and coordinates with the Membership Director
- Develops and manages the marcomm portion of the annual Board operating budget
- Maintains users for the Chapter website



# Membership Director

2 Year Term / 15-20 hours per month commitment

## Purpose

Focused on recruitment, retention, and active participation of Chapter members; goal to grow Chapter by attracting interested change professionals and learners, and to provide meaningful opportunities for members to contribute to the Chapter through volunteer activities. The Membership Director responds to inquiries about the Chapter and its activities; welcomes new members; tracks and reports on Chapter membership data; conducts a Member Engagement input exercise annually at a Thought Leadership Team meeting; conducts the annual member survey; and sends out calls for volunteers. This is a voting Board position.

## Duties

- The process of recruitment, retention, and renewal of Chapter memberships through effective plans and actions such as: recruitment outreach, new member calls and welcome packet/swag distribution, non-renewal outreach and renewal acknowledgement, response to inquiries from prospective members, referral of interested members to the volunteer team, annual TLT Member Engagement exercise
- Plan and implement the annual member meeting
- In partnership with Marketing & Communications Director/committee members, design and execution of annual member and non-member surveys- including ongoing question refinement, distribution and report production
- Membership recruitment and retention reporting
- Collaboration with other local professional organizations such as ODN, ATD, HIMSS, etc.
- Secure and maintain a high level of volunteer engagement through alignment of volunteer interests with Chapter needs, acknowledge/reward volunteer contributions, and solicit volunteer feedback regarding their volunteer experience
- Prepare and distribute as agreed: Membership Engagement plan, roadmap, metrics/dashboard
- Leverage Global ACMP member engagement resources, contacts, materials, policies, lessons, etc. to enhance efficiency and effectiveness of the PNW Chapter member engagement processes and activities
- Develops and manages the membership portion of the annual Board operating budget.



# Community Engagement Director (Seattle)

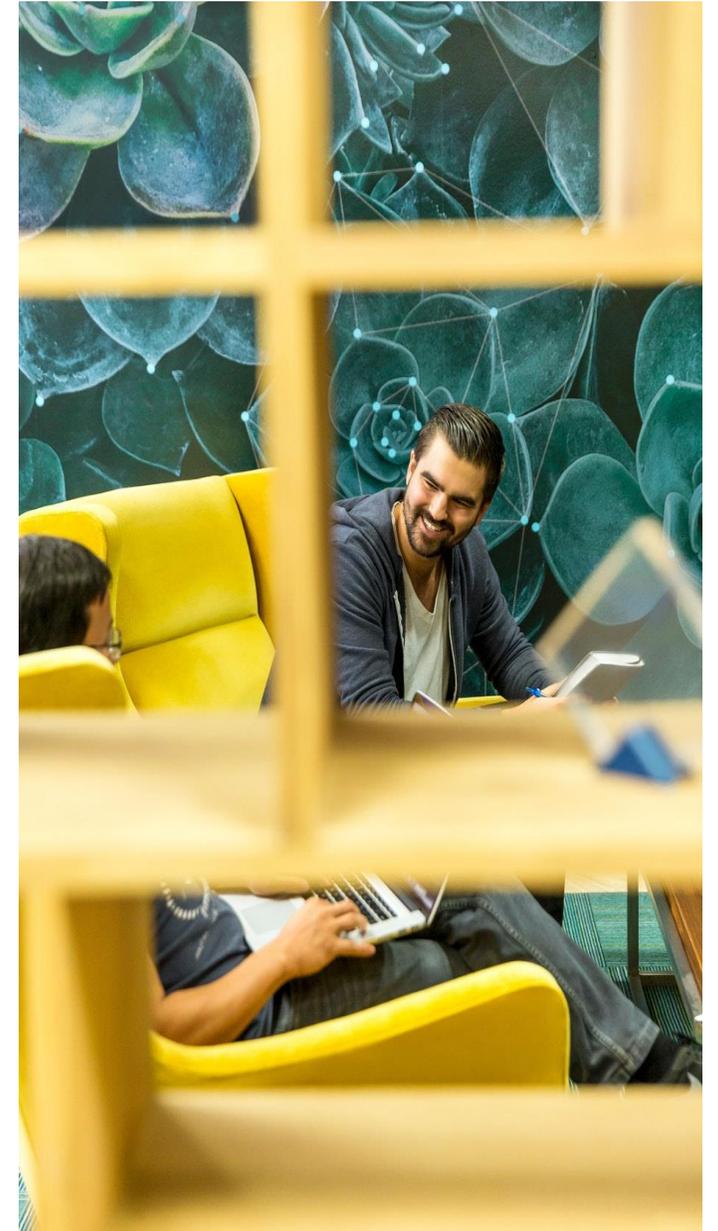
2 Year Term / 15-20 hours per month commitment

## Purpose

This role works collaboratively with the Membership Director & Marketing and Communications Director, providing hands on strategy, planning and execution of all member services activities and Chapter programming across Seattle metro. Primary focus of the role is to set the strategy around member services and manage events including webinars, networking events, coffee chats. Secondary focus includes a strategy around additional member services such as professional development. This is a voting Board position.

## Duties

- Partner with Membership Director to help mobilize Chapter volunteers to support Chapter programming & events.
- Update Chapter event website content
- Coordinate and secure hosts for monthly coffee chats
- Coordinate learning events - securing speakers, topic, venue, etc.
- Create e-blast content for events for Marketing & Communications Director
- Offer content for newsletter regarding events
- Manage the Chapter website as a strong channel for driving event registrations, recording event attendance
- Develop and manage the applicable portions of the annual Board operating budget



# Community Engagement Director (Portland)

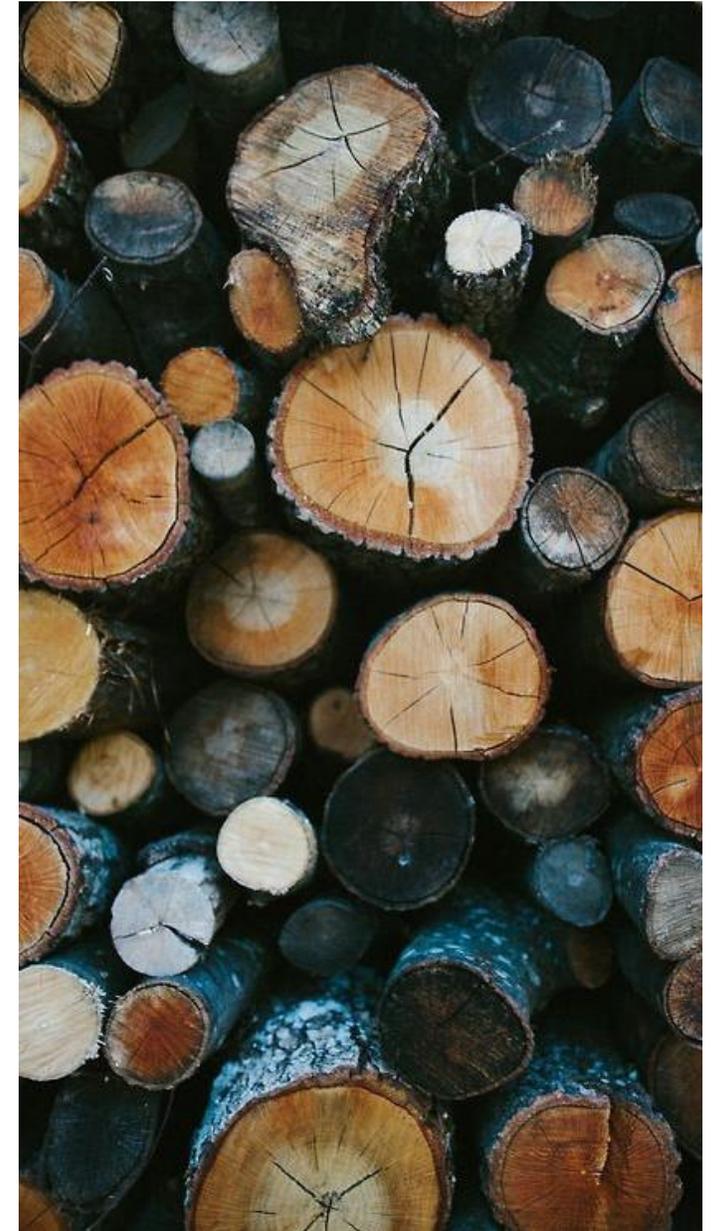
2 Year Term / 15-20 hours per month commitment

## Purpose

This role works collaboratively with the Membership Director & Marketing and Communications Director, providing hands on strategy, planning and execution of all member services activities and Chapter programming across Portland metro. Primary focus of the role is to set the strategy around member services and manage events including webinars, networking events, coffee chats. Secondary focus includes a strategy around additional member services such as professional development. This is a voting Board position.

## Duties

- Partner with Membership Director to help mobilize Chapter volunteers to support Chapter programming & events.
- Update Chapter event website content
- Coordinate and secure hosts for monthly coffee chats
- Coordinate learning events - securing speakers, topic, venue, etc.
- Create e-blast content for events for Marketing & Communications Director
- Offer content for newsletter regarding events
- Manage the Chapter website as a strong channel for driving event registrations, recording event attendance
- Develop and manage the applicable portions of the annual Board operating budget



# Thought Leadership Team Director

2 Year Term / 15-20 hours per month commitment

## Purpose

The Thought Leadership Team role creates a community of practice through which to learn, share and innovate via deep dives on specific change management topics, disciplines, and best practices. The goal is to engage community thought leaders to enhance the efficiency and effectiveness of the PNW Chapter and ensure alignment with the Global organization. This is a voting Board position.

## Duties

- Recruitment, qualification, retention and renewal of TLT members through effective plans and actions such as: establishing TLT membership guidelines and application process, maintain prospective TLT member diversity and recruitment, conduct new TLT member calls and welcome packet distribution, solicit TLT member feedback regarding their experience
- Support the community through *pro bono* consulting with non-profits looking for business success through change management expertise
- Provide two-way channel for TLT and Board member communication
- Create a community of practice through which to learn, share, and innovate via deep dives on rotating topics to support each other in growing the discipline of change management
- Convene and facilitate the TLT in partnership with the TLT Committee: find & manage hosting company, manage logistics, determine meeting topic, conduct initial research, create agenda, determine facilitation, share output with the Chapter
- Form, develop, and share the TLT Point of View with broader membership, making expertise accessible to all
- Prepare and distribute as agreed: TLT plan, roadmap, metrics/dashboard
- Leverage other contacts and organizations in the network as indicated to support the ongoing development and growth of the ACMP PNW Chapter
- Leverage Global ACMP resources, contacts, materials, policies, lessons- whatever is available to enhance efficiency and effectiveness of the PNW Chapter and ensure alignment with the Global organization



# Sponsorship Director

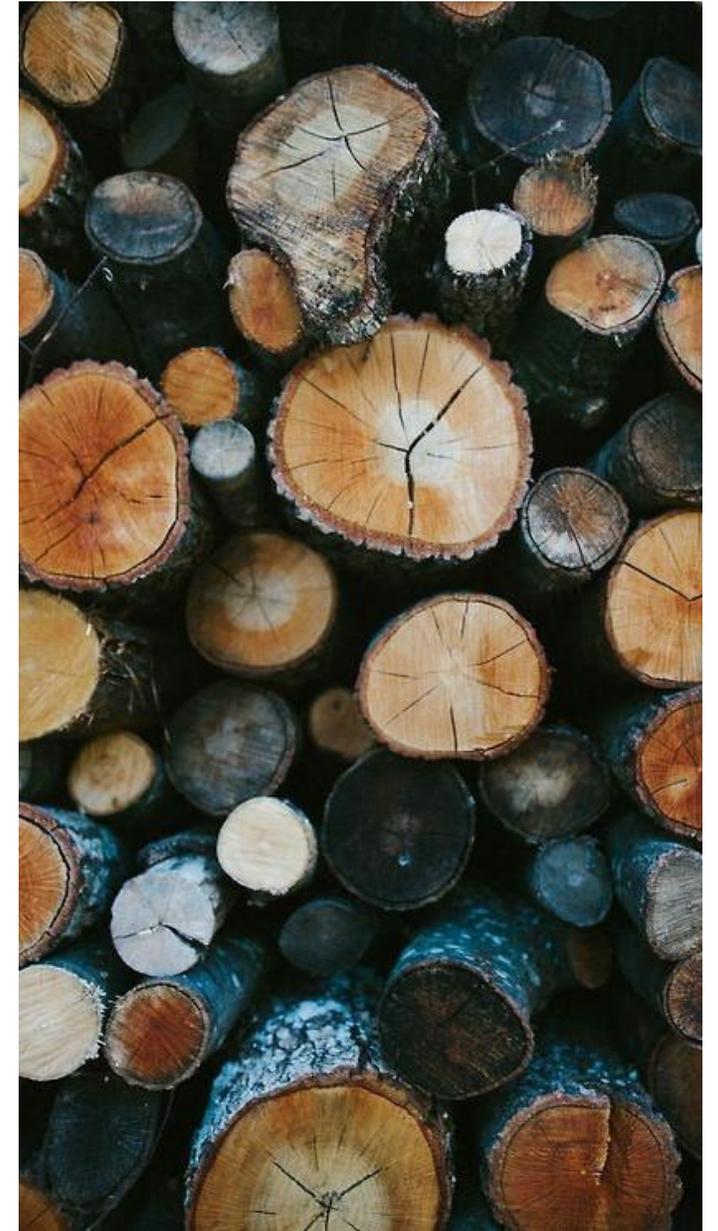
2 Year Term / 15-20 hours per month commitment

## Purpose

The Sponsorship Director is responsible for the creation, implementation, and sustainment of a comprehensive sponsorship strategy for the Chapter. This is a voting Board position.

## Duties

- Develop and maintain a sponsorship strategy for the Chapter and events
- Build supporting collateral that evangelizes the work of the Chapter to appeal to sponsors
- Solicit Sponsors at the Chapter and event level
- Define Board member involvement for sponsorship solicitations
- Develop and maintain the Sponsorship portion of the annual Board operating budget
- Establish and direct annual and special events sponsorship program including any communications content
- Ensure sponsors are obtained through personal, committee, and board member outreach



# Strategic Initiatives Director

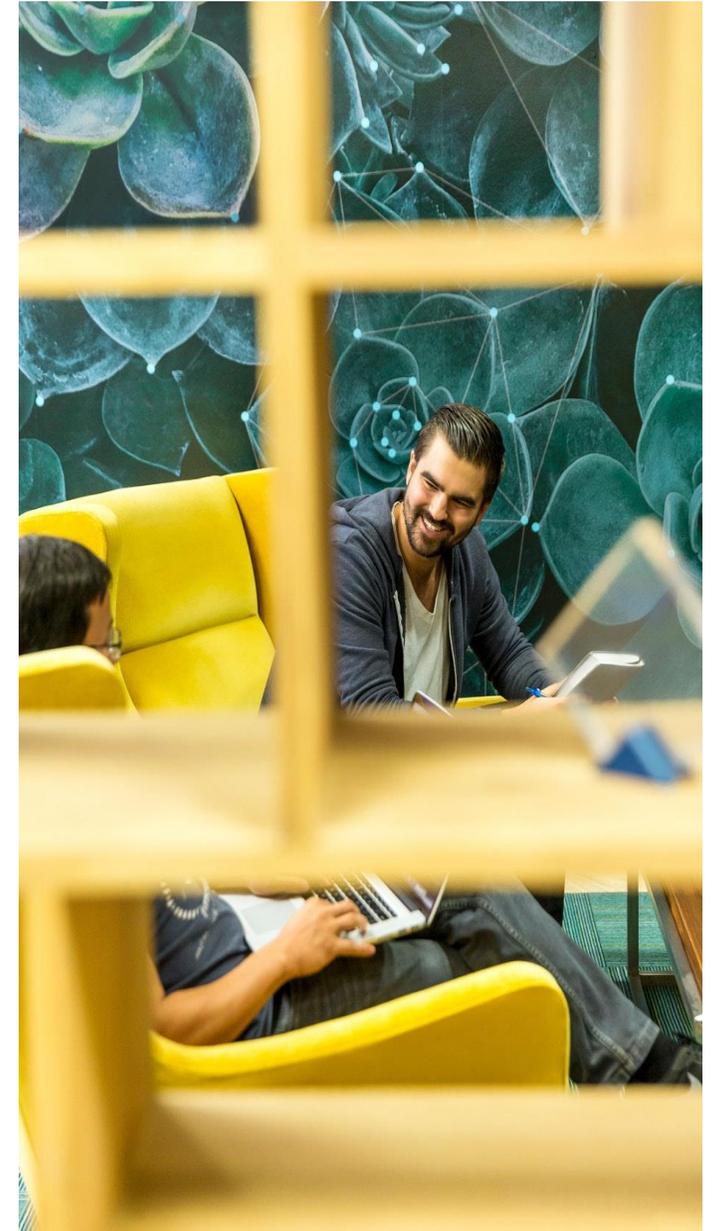
2 Year Term / 15-20 hours per month commitment

## Purpose

Responsible for managing Strategic Initiatives and Events for the Chapter, as decided by the board. This includes the bi-annual Conference and paid in-person certification training classes. This is a voting Board position.

## Duties

- Establish, recommend for approval and maintain a strategy for running the bi-annual conference and other events decided by the board
- Partner directly with ACMP Global as appropriate
- Confirm roles each board member will play in support of any event
- Plan approved events from start to finish according to requirements, target audience and objectives
- Develop suggestions to enhance event success
- Develop and manage special event budgets
- Source and negotiate with vendors and suppliers
- Lead promotional activities for the event
- Supervise all staff (event coordinators, caterers etc.)
- Approve all aspects before the day of the event
- Ensure event is completed smoothly and step up to resolve any problems that might occur
- Analyze and report on event success
- Develop and manage the Strategic Initiatives portion of the annual Board operating budget



# Technology Director

2 Year Term / 15-20 hours per month commitment

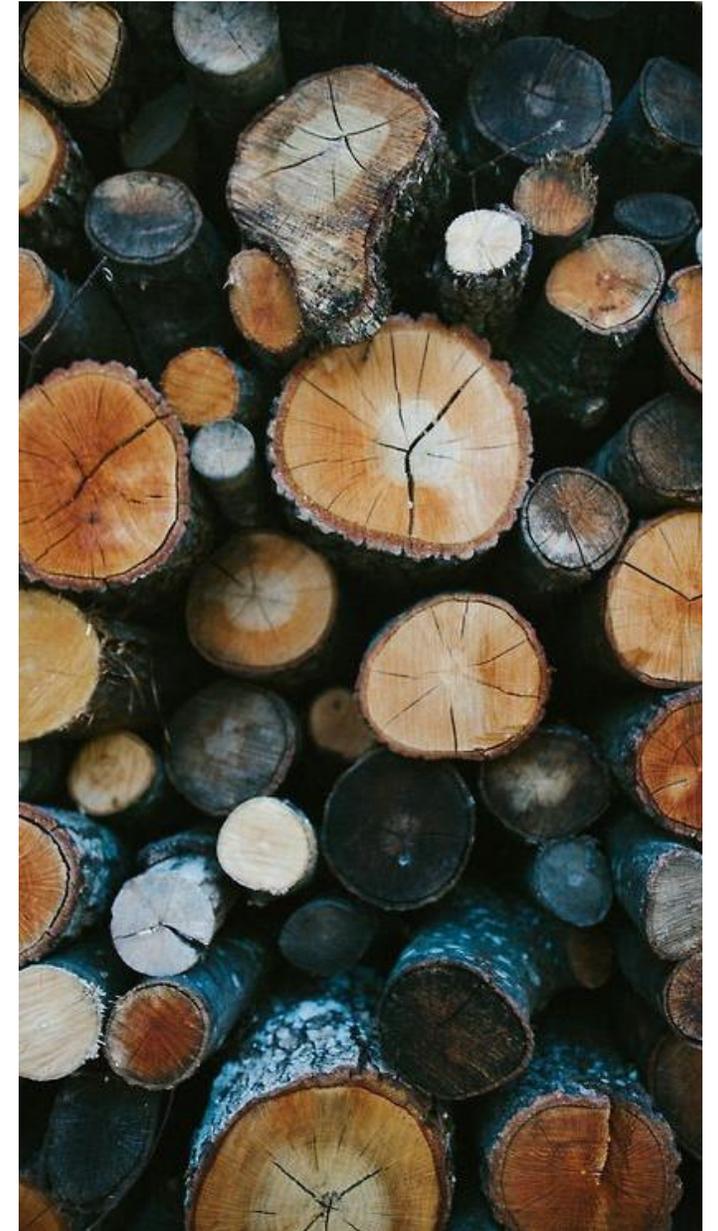
## Purpose

The Technology Director is responsible for the creation, implementation, and sustainment of a comprehensive technology strategy for the Chapter. This is a voting Board position.

## Duties

- Maintain and expand the technology strategy for the Chapter to support the mission, vision, and 3-year strategic priorities
- Engage with board members and the Membership Director to ensure the technology strategy meets the needs of the Chapter, the board, and the Chapter's members
- Work with operational partners to implement and provide ongoing management of the new member engagement platform (membership management, website hosting, event management, email management, online store, online payments, etc.) using Wild Apricot and WordPress, moving away from the current website and RegOnline.
- Work with the Marketing and Communications Director to implement a comprehensive social engagement strategy across LinkedIn, Twitter, and other social networking platforms, as appropriate
- After the IRS has approved 501(c)(3) status, implement an updated Board of Directors' collaboration platform using Office 365 Nonprofit Business Essentials, migrating away from SmarterMail and Google Drive
- Develop and maintain the technology portion of the annual Board operating budget
- Work with the board and members to manage the adoption of the technology using change management principles, including use of applicable cloud tools and mobile apps to streamline ongoing technology management

*This position is newly created for 2019-2021 for a one-time term, due to the large upfront volume of work in the next 1-2 years around technology. As technology moves to a steady-state, the Technology Director will work with the entire Board of Directors to decide if the position needs to be renewed for 2021-2023.*





**ACMP** PACIFIC  
NORTHWEST