

PSIA-AASI NRM
Board of Directors Job Description
2020

Board Purpose

Through a policy governance framework, the board directs the ends of the organization, partnering with the CEO, who determines the means of accomplishing the division's goals.

Board Structure

PSIA-AASI NRM's board consists of 7 elected board members. Term length is three years, with an election by members each Spring. Board Officers include Chair, Vice Chair, Treasurer, and Secretary. The board also appoints a representative to serve on the PSIA-AASI National Board, who becomes an ex-officio member of the divisional board. Though service to the board is elected by members, board members appoint officers and national representation internally. Board Members are also expected (but not required) to serve on board committees as necessary. Decisions are reached through discussion, voting, and adoption of policy when needed.

Time Commitment

- Monthly Conference Call Meeting (*one-two hours*)
- Two - Full day meetings in Spring and Fall
- Committee Service (As assigned, *two-five hours* each year)
 - Scholarship Committee
 - Governance and Leadership Committee
 - Executive Compensation
 - Membership Linkage
 - Awards and Recognition
 - Operational Committees as assigned by CEO
- Fall Fest Attendance, Big Sky, MT (*one-three days*)
 - Present as board ambassador to membership

Logistics

Board meetings are set and run by the Board Chair, in conjunction with the CEO, and communication occurs through email, organizing apps (such as Basecamp or Google Drive), and via conference or video call. Decisions are made at board meetings by the entire board. If a board member requires additional guidance, clarification, or has suggestions, their primary contact is the Board Chair, or Vice Chair, if the Chair is unavailable.

Expectations

Adopting well-crafted policies alone does not make a Board an effective and accountable leadership team. Acting in accordance with the principles and concepts within the policies does. To ensure long-term role clarity and accountability for performance at both the Board and staff levels, it is expected that the Board and its members will act and make decisions consistent with these core principles.

1. Acting on Behalf of the Membership and the Collective Interests of the Divisions: The Board's fiduciary duty is to be the voice of and serve the division's membership collectively.

2. The Board's Purpose: The word "governance" emanates from the Latin *gubernare*, the translation of which is "to steer." The Board is the link in the chain of authority from membership to the operating organization to which it gives direction by delegating both responsibility and authority. Boards are accountable for far more than they actually do. Effective delegation is therefore critical. It has three key characteristics:

- Expectations are clearly defined.
- Expectations are clearly assigned (both responsibility and sufficient authority).
- The fulfillment of the assigned expectations is verified.

Virtually all Board challenges/dysfunctions are traceable to one or more of these three elements being absent. As a result, our Board's structure is oriented to excelling at and maintaining all three.

3. The Board's "One-Voice" Authority: Except for those decisions reserved as membership or Division prerogatives in the governing documents, the Board has authority over the operating organization. While the Board has tremendous power. **Board members do not!** An important legal fact, not widely recognized, is that no individual board member has any authority, unless the Board or the governing documents explicitly delegate it to him or her, or to an office they hold. The CEO is accountable for fulfilling directives of the Board, not of its members. Board members may offer suggestions/advice to the CEO, who in turn may decide not to follow it. Advice, by definition, may be turned down. Board directives, however, may not.

4. Focus on Results: Even if the Board and management act lawfully and ethically, and finances are sound, great value is not necessarily being produced for members' dues investments. The Board's most important role is to define those results' priorities that constitute organizational success. At PSIA-AASI, these focus on building the value and brand of PSIA-AASI certifications and other credentials, making resources available that support both the Divisions and members and complementing the work of Divisions with programs and services that build public awareness of and add value to, the ski/snowboard instructing profession.

5. Delegate to Management with Parameters, Not Approvals: The board is not in a position to approve the CEO's decisions, rather to set ends, monitor progress, and set parameters as needed around what is not acceptable.

6. Objective Performance Monitoring: Only with clearly stated expectations can a board objectively evaluate performance. For the division, "checking" will be the act of comparing the CEO's performance to those standards set by the Board (as a group).

7. The Board's Own Job Description: It is imperative that Board agendas productively focus on optimizing its overall performance. The Board takes primary responsibility for the board, through three functions:

- *Connecting with the Membership:* The Board commits itself to hear from a broad representation of divisional members.. This may include periodic surveys, membership meetings, and active outreach to members through events, travel, or other methods.
- *Clear Performance Standards:* The Board will update and maintain its governing policies, setting forth performance expectations for the CEO and the operating organization, as well as for the Board and its members.
- *Assurance of Performance:* The Board will ensure financial and organizational integrity, and successful achievement of results priorities, by systematically assessing the extent to which its policy standards are being met.

Fulfilling these three key components of the Board job description is a high calling, particularly for a group of volunteers with limited time to meet and confer. By focusing its Board in this manner, PSIA-AASI NRM can be highly effective in serving the membership, without Board service being a burdensome commitment.