



Association for Collaborative Leadership (ACL)

Board Member Qualifications and Expectations

April 2021

According to ACL's Bylaws, the Board of Directors:

- is empowered to lead ACL;
- is composed of employees of a Member or affiliated with a Member and/or its participating colleges and universities, or non-voting Associate members.
- is elected at ACL's annual meeting (or a special meeting when necessary) by ballot; and
- includes between 11 and 19 members, each of whom serve terms that last between one and four years.

Nominations of Board Candidates

- ACL's nominating committee identifies and proposes qualified candidates for election.
- Qualified candidates will have the requisite experience, skills and expertise to contribute to the board. ACL seeks a board that represents a range of organizations, including geographical location and organization type.

Terms of Service

- New board members typically serve a one-year term, and may stand for re-election for subsequent terms.
- Board terms begin each year at ACL's Annual Conference. New board members will begin preparing for their terms once they are elected; current ACL board members will assist with these preparations.

Required Commitments

- Board members attend ACL's Annual Conference as well as four board meetings, one of which is held in conjunction with the conference. Another is typically held in person in late winter or early spring. The remaining board meetings are held virtually.
- Board members serve in a specific capacity: either a Board Officer (President, Vice President, Secretary, or Treasurer), an active participant in the ACL Institute, or on a board committee. Each activity requires work between board meetings.
- To meet these requirements, board members must have the support of their employing organization.
- ACL does not cover travel expenses for attendance at board meetings.

General Qualifications for Board Members

Board members...

- Possess an understanding and appreciation of, or a willingness to learn, ACL's history and mission.
- Support ACL's educational goals.
- Stay informed about ACL and keep abreast of recent developments pertaining to collaboration, ACL, and higher education in general.

- Are committed to understanding the needs and diversity of the members served by ACL programs.
- Demonstrate high ethical standards and integrity, both personally and professionally. Adhere to ACL board policies, including maintaining the confidentiality of ACL information and conflict of interest disclosure procedures.
- Possess knowledge about the higher education sector and collaboration within it, including the ability to connect those issues to ACL operations and plans.
- Serve in professional or volunteer positions that provide useful insights into board issues.
- Bring prior experience with boards or the willingness and ability to learn and use the principles of corporate governance required to be an effective board member.

General Expectations and Responsibilities

Board members...

- Have fiduciary responsibility for the health and well-being, and fiscal management, of ACL.
- Act in a manner that reflects fiduciary responsibilities and the best interests of ACL and its members.
- Participate effectively in board meetings, including articulating and responding to alternative viewpoints in collegial and professional ways.
- Devote the time required to be an effective board member, preparing for all meetings and attending at least 75% them in person or by phone (if necessary).
- Have a key responsibility to elect the officers of the organization.
- Attend occasional board events, including retreats for functions designed to build collegial relationships among directors, members, and/or partner organizations.
- Participate in board member self-evaluations and full-board evaluations, with an openness to constructive criticism and coaching on board performance.
- Consider new ideas and changes in historic practices, consistent with ACL's mission, principles and values.
- Avoid conflicts of interest with regard to ACL operations and financial arrangements; and make well-considered decisions, unencumbered by material conflicts of interest.

Benefits of Board Service

- Greater opportunity to support and expand the capacity of ACL to bring together its professional peer group of colleagues that is facilitating many collaborative endeavors for higher education.
- Deep involvement in the interworking of the Association and opportunities to develop policies and/or practices that will benefit the Association's work from the inside out.
- Engagement with board colleagues who have tremendous expertise and experience in consortia.

* This is a working document and reviewed/updated annually by ACL's Nominating Committee.