

IMPLEMENTATION TASK FORCE REPORT:

THE STRATEGIC PLAN GOVERNANCE RECOMMENDATIONS

Timothy P. Harrison (on behalf of the ITF)

November 8, 2010

As reported in the spring issue of the ASOR Newsletter (60/1), the ASOR Board voted unanimously at its meetings in Ann Arbor, MI, to adopt the Strategic Plan put forward by the Strategic Planning Task Force. The Strategic Plan sets forth a blueprint for ASOR, identifying a series of strategic priorities for the organization to be implemented over a five year period (2011-2015). In drafting the plan, the task force carefully considered the implications of the recommendations it made, but did not attempt to address the specifics of how each recommendation should be implemented. This was viewed as a distinctly separate, albeit critically important, step in the planning process. Accordingly, and with the approval of the Board, the President established an Implementation Task Force charged with overseeing implementation of the strategic priorities set forth in the Strategic Plan, working in close consultation with ASOR's standing committees and professional staff. The members of this Implementation Task Force (ITF) are Jeff Blakely, Jennie Ebeling, Ann-Marie Knoblauch, Oystein LaBianca, Suzanne Richard and Andy Vaughn, with Tim Harrison serving as Chair.

This report presents the preliminary results of the ITF's deliberations regarding the four governance changes proposed in the Strategic Plan. Future reports will seek to address the implementation of the program priorities outlined in the plan. In what follows, each governance proposal (in bold) is followed by the implementation recommendations of the ITF. In presenting this preliminary report, the ITF solicits feedback in the hopes of further strengthening these recommendations before they are submitted to the ASOR Board at its spring meetings in 2011.

1). **The size of the Board of Trustees will be reduced to reflect the creation of the CCC, and to establish an even balance of professional and lay representation. The Board shall consist of the Board Chair, President, Vice President, Past President, twelve professional members (6 individual/6 institutional), twelve lay members, one trustee from each of the Overseas Centers, Secretary, Treasurer, and the Executive Director (*ex officio* *nv*). The Board of Trustees represents, and will report to, the general ASOR membership.**

- The ITF recommends that the reconfiguration of the ASOR Board be implemented as proposed in the Strategic Plan. However, this process should be phased in over time, with all incumbent members, including the current Vice Presidential officers, completing their existing terms.
- Beginning in 2011, the annual nomination process for individual and institutional representatives should be reduced from the current arrangement of three appointments each year of a three-year cycle, to two annual appointments for each category. This will result in a gradual rebalancing of the composition of the Board, and a reduction of its size over time, as called for by the Strategic Plan.
- The wording of the relevant ASOR Bylaws (specifically ARTICLE III, Sections 2 and 3) should be updated to reflect the proposed composition of the Board.

2). Create a new Vice President position. The Vice President will serve as President Elect, to facilitate a smooth transition of leadership between presidential terms, and shall provide leadership support to the President as needed.

- The ITF recommends that a Vice President be elected concurrent with the appointment of the President to a three-year term. The Vice President will serve as President Elect during this period, and will be considered for appointment to the position of President during the third year of the standing President's term.
- As President Elect, the Vice President's primary responsibilities will be to Chair the Chairs Coordinating Council (see further under #4 below), and to assume the duties of the President should the President be unable to do so. The Vice President will also serve on the Board of Trustees and the Executive Committee.
- The current configuration of five Vice Presidents (CAMP, CAP, COP, Development, and Membership) should be reduced to this single Vice President/President Elect position.
- The wording of the relevant ASOR Bylaws (specifically ARTICLE IV, Sections 6.B and 8) should be revised to reflect this proposed governance change.

3). The size of the Executive Committee will be reduced to reflect the creation of the CCC. The EC shall consist of the Board Chair, President, Vice President, Past President, Secretary, Treasurer, two to three Board members, appointed at the discretion of the Board Chair in consultation with the President, and the Executive Director (*ex officio nv*), and will report to the Board of Trustees.

- The EC will continue to be responsible for oversight of the day-to-day operational management of ASOR between the regular meetings of the Board of Trustees, as stipulated in the Bylaws (see Article V, Section 1, for a more complete description of the Executive Committee's duties and responsibilities).

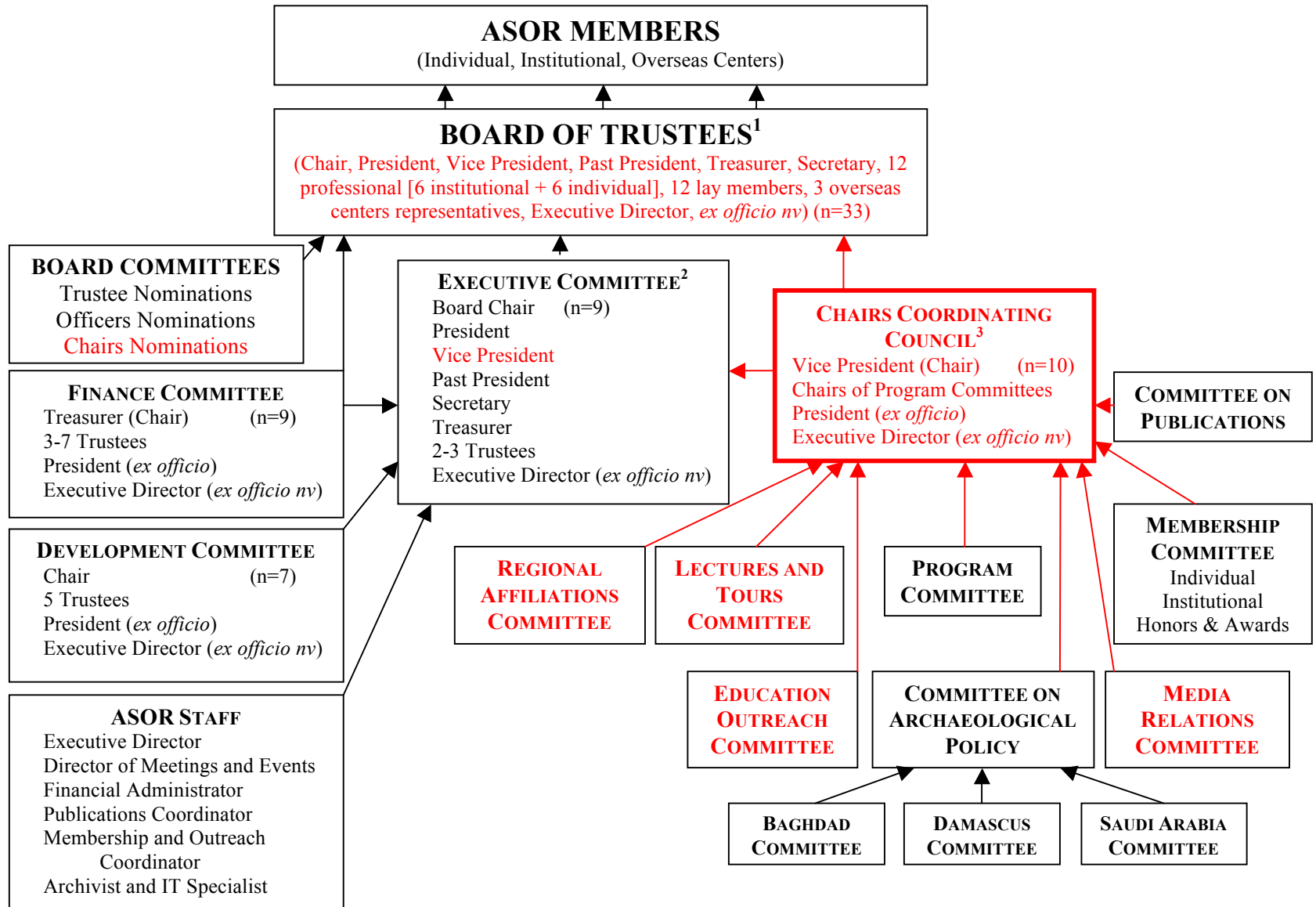
4). Establish a Chairs Coordinating Council, responsible for coordinating implementation of the activities and programs of ASOR's standing committees, particularly as they concern the allocation of resources, jurisdictional issues, and the application of ethical policies and professional standards. The CCC shall consist of the chairs of all the standing committees, the Executive Director (*ex officio nv*), and will be chaired by the President, who will report to the Executive Committee and the Board of Trustees.

- The ITF recommends that the CCC replace the Committee on the Annual Meeting and Programs (CAMP), and function as a council that coordinates all of ASOR's programs, as stipulated in the Strategic Plan. The CCC will convene at the annual meetings, and will also communicate via email and conference call on a regular basis over the course of the calendar year.
- In contrast to the Strategic Plan, the ITF recommends that the CCC be chaired by the Vice President/President Elect, rather than by the President. This will help to familiarize the Vice President with ASOR's diverse array of programs prior to assuming the position of President. The Vice President will report on the activities of the CCC to the EC and the Board.

- The CCC will be comprised of the Chairs of ASOR's standing program committees, specifically CAP, COP, Education Outreach, Lectures and Tours, Media Relations, Membership, Program (Annual Meetings), and Regional Affiliations. The President will serve on the CCC *ex officio*, and the Executive Director as *ex officio* non-voting. In addition, representatives from the three overseas centers will be invited to sit on the CCC.
- The Chairs will be charged with reporting to the CCC on the activities and programs of their jurisdictional areas, but will continue to work directly with the Executive Director and the ASOR professional staff regarding the operational aspects of their respective programs, including their resource (and financial) needs and support. They may also be called upon, from time to time, to report directly to the Executive Committee and the Board.
- A Chairs Nominations Committee (CNC) should be established by the Board and charged to work closely with the standing program committees (as listed above) to identify and recommend to the Board qualified candidates for the Chair of each program standing committee. Ideally, the CNC will include two members of the CCC, appointed for rotating, two year terms. The Officers Nominations Committee (ONC) will continue to recommend to the Board qualified candidates for the remaining officers positions.
- The ITF recommends that the composition of ASOR's nominations committees reflect the diversity and gender balance of the organization's membership, and that these committees be charged with seeking such balance as they identify candidates for positions.
- The Bylaws should be emended to reflect the creation of the Chairs Coordinating Council, the Chairs Nominations Committee, and the recommended composition of the nominations committees.

ASOR GOVERNANCE STRUCTURE

(Proposed changes are marked in red)



¹ The Board of Trustees will be responsible for vision, policy decisions, the appointment of officers, program evaluation, and oversee financial and legal responsibilities.

² The EC will be responsible for the management of the organization between the regular meetings of the Board of Trustees.

³ The CCC will be responsible for coordinating and implementing the activities and programs of ASOR standing program committees.