

FY 2020-2021 Governance Transition Work Plan

NOTE: Recognize that an intentional focus on the first two items in this Work Plan will be necessary and essential to the context and culture of a new Board and what makes that Board different moving forward.

1. Move to a Strategic-Centric Board Agenda:

The Board now becomes the dominant entity setting the agenda and not an individual president or chair. This move is about Board alignment to the strategic plan's framework for the association, the profession, and the industry as a whole. The Chair's focus and role is that of a servant leader and overall facilitator for implementation of Board strategy, focus and direction.

2. Clarify what the Board will not address nor support during the transition period:

Using Geoffrey Moore's "core and context decision-making model", we need to define what is most important as we move through this transition. From the outset, it is just as important to focus on what we should NOT do as what we should do. This clarity helps clear the playing field for the critical, targeted strategies and initiatives.

3. Revise By-Laws:

The Association's by-laws is considered the governing enforcement document for how it will manage and interpret its duties, responsibilities and actions over time. It should be clear and concise for flexibility and adaptability to changing circumstances.

4. Develop method for evaluating Board performance:

Evaluating a Board's performance is an industry best practice and should exist to measure continued Board performance and productivity over time and provide alignment with the strategic framework and the Board's targeted initiatives. Remember, you manage what you measure.

5. Re-evaluate Strategic Initiatives (i.e., Work Plans) managed by Committees:

This task represents the heavy lifting by the four committees and how the most important existing initiatives live on and keep momentum going to set the association up for success.

6. Identify Advisory Committees, Task Forces and Ad Hoc groups for transitioning from committees:

Seek to create and expand opportunities for increased (not decreased) participation through more targeted, focused, and well-defined actions, activities, tasks and initiatives.

7. Development of an APPA Organizational Capacity Plan:

This reflects the significant and strategic role of APPA's staff in the future. It is recognized that we are the leanest in the CHEMA family of associations. Given the present circumstances, it will be important to reflect five years out to envision the future, dream big, and see what can be possible to set the stage for a future state.

8. Define the Nominations Process for all Board members:

It is critically important that an effective process is established for all Board member nominations. The job descriptions from the previous task are extremely important pieces of this task. However, equally important is the need for an understanding of short and long

term needs and emerging patterns across the industry that will help the Board set its strategic path and initiatives.

9. Develop position descriptions for Board Officers and Board Directors:

This task is reflective of the fundamental need for “job descriptions” of the duties, roles and responsibilities for all Board positions.

10. Set clearer (i.e., higher) time commitment requirements for all Board member:

Moving to a strategic-centric Board will require more meetings to occur and, therefore, increased engagement and commitment. Board members further recognize their assignment as a major priority and an important use of their valuable time.

11. Recruit Treasurer and At-Large Member:

Both these positions need a thoughtful and deliberative process to ensure we gain what is needed both short and long term. The At-Large position is another incredibly important dynamic which will plug the Board and the association into an external perspective. These are important voices.

12. Develop Board Meeting Schedules through three-year transition period:

This task is about establishing a new cadence and pattern of engagement and overall commitment to the work.

13. Assist Regions on planning for appointments:

This should be an open and transparent process. The appointments should further address the necessary diversity of thought from and interdependency with the regions and our membership.

14. Develop a phase-in plan for cycling through Regional Appointments:

This helps both the regions and APPA begin tracking three-year regional appointments as soon as possible and practicable and ensuring a rotation cycle for continuity.

15. Codify elements of a Communication Plan:

The importance of a communication plan should not be minimized. This plan should further ground members and other stakeholders on the “why” and “what” of the association’s focus and direction in relationship to the strategic plan’s framework.

16. Work associated with APPA and the Regions’ Interdependence:

It has been said that, “a rising tide lifts all boats.” We should seek to complement not duplicate nor replicate each other. This brings greater value to the regions, chapters, and APPA and the entirety of the association and its various stakeholders.

**It was recommended that as part of their process, each Task Team Lead use the team’s discussion points to present a “straw man” proposal to give the team an opportunity to tear it down, then rebuild it.*