

Board and Committee Roles and Responsibilities

Board of Directors

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Role/Responsibilities of the Board of Directors

COMPOSITION

CMSA's suggested Board of Directors is composed of the following:

President
President Elect
Vice President
Secretary
Treasurer
Immediate Past President
Executive Director (non-voting member)
Directors
Members at Large

Suggested Terms of Office:

Officers - from Annual Meeting to Annual Meeting, approximately one year
Directors – up to three years

ROLE OF THE BOARD

The Board has the responsibilities for managing the affairs of the Chapter, its direction, program priorities, resource allocations and both financial performance and planning. The ultimate responsibility for the Chapter's programs, activities, and fiscal integrity rests with the Board of Directors. The Board sets the leadership tone for the industry/profession by:

- Planning the future of direction of the Chapter;
- Ensuring that the needs of the membership are met;
- Evaluating and approving the programs, priorities and activities of the Chapter;
- Establishing the policies to guide the conduct of the Chapter;
- Selecting the executive director/management company and monitoring his/her performance while permitting him/her to manage his/her staff with minimal outside interference;
- Setting financial benchmarks and monitoring for achievement; and,
- Upholding the Bylaws of the Chapter.

These responsibilities are performed by the Board as a whole. They must be accomplished with the support and cooperation of the staff. The relationships among the Board, the President and the staff are critically important. There must be mutual respect and trust, and the lines between the authority of the Board and the staff must be clearly defined and adhered to.

The Board of Directors is the visionary body for the Chapter. It is their responsibility to understand the practice of case management, evaluate the needs of the membership, consider the resources of the Chapter and develop the Long Range Plan and the strategy to implement the plan.

Futuring (5-7 Years)

Long range planning is one of the most important responsibilities of the Board of Directors. It provides the road map for the Chapter and provides for continuity as the Executive Committee

and Board of Directors change annually. It is the responsibility of the Board of Directors to review the long range plan on an annual basis to make sure that the action items are still pertinent to the Chapter as well as adding items for future consideration.

Strategic Planning (3-5 Years):

Strategic planning is the process of reviewing the long range plan, evaluating the environment and strategizing for the position of the association in the context of the more global environment. Timelines are established and responsible persons assigned to the tasks. The strategy for implementation of the long range plan as well as a review of current issues are both parts of the process of strategic planning.

Tactical Planning (1-3 Years):

Primarily the responsibility of staff.

Oversight:

The Board of Directors' oversight role is in two areas:

a. Budgetary Oversight

The Board of Directors is the body that reviews and approves the budget as developed by the Treasurer, Executive Director and Executive/Finance Committee.

b. Administrative Oversight

The administrative oversight function is performed in the format of an annual evaluation of the Executive Director. Input is obtained from the Board of Directors, Committee Chairs and Chapter Presidents. As the Executive Director reports to the President of the Chapter, it is the President's responsibility to perform that evaluation process.

Policy Development:

Another primary function of the Board of Directors is to provide the framework in which the Chapter is to function. This policy development process is vital to the consistent functioning of the Chapter. Typically, committees or the staff will bring recommended policies in the issues format to the attention of the Board for evaluation and approval. The Board of Directors meeting is not the time for policy development. If significant discussion arises from a suggested policy, the issue will be returned to the committee level for further evaluation, research and additional recommendation. The Board of Directors is responsible to make sure that the policy is in keeping with the Chapter's mission, vision and objectives, as well as within the financial resources of the Chapter.

Chapter Advocate:

The Board of Directors is responsible to be an advocate for the Chapter. This means being supportive of the Chapter and the Chapter's policies at all times. There may be times when a member of the Board of Directors is personally in disagreement with one or more of the Chapter's policies. It is the responsibility of that member to be completely supportive of the Chapter including those policies in which they may be in disagreement. Care must be taken when advocating on behalf of the Chapter. Personal opinions may be viewed as Chapter policies and any Board of Directors member must be careful what opinions are stated regarding the Chapter. The Board of Directors of CMSA are the leaders of the case management practice arena and should be advocating for the practice as well as the professional association. There are also legal implications to functioning outside of those policies.

Any Media Exposure must be handled carefully. It is suggested that any articles in which you are interviewed be reviewed prior to publishing. The President is the official spokesperson of the Chapter. Anytime a presentation is given on behalf of CMSA, the National Office should be informed. This allows for a coordinated effort of publicity. The Executive Director or Public Relations representative can provide assistance in this matter.

STRUCTURE OF THE EXECUTIVE COMMITTEE

The Executive Committee is outlined in the CMSA Bylaws and is made up of the President, President-Elect, Vice President, Secretary, Treasurer, Past President, a Director appointed by the President, and Executive Director (non-voting member).

Members of the Executive Committee:

President:

The President is the Chapter's Chief Elected officer and is responsible to the membership for seeing that the programs and policies of the Chapter reflect the needs of the membership and further the practice of case management.

President-Elect:

The President-Elect is a transitional and preparatory role. The President-Elect may work closely with other associations, industry groups and organizations to further the collaborative work of the association. Additionally, the President-Elect provides oversight management to the committee, reporting those activities to the President.

Vice-President:

The Vice President is responsible for Chapter Development and Communications. The Vice-President serves in that liaison position, reporting to the President.

Secretary:

The Secretary of the Chapter is the official keeper of the records. It is the Secretary's responsibility to make sure that the minutes are distributed to the Board of Directors and Executive Committee.

Treasurer:

The Treasurer is responsible for the integrity of the fiscal affairs of the Chapter. The Treasurer serves as a key resource to the Chapters in the development of fiscal policy.

Past President:

The Past President is responsible as an advocate for and advisor to the President. The Past President is responsible for the special projects of the Chapter, reporting to the President.

Member at Large:

The Member at Large is a Director appointed to the Executive Committee by the President and ratified by the Board of Directors. The member at large is responsible to represent the voice of the Board of Directors at the Executive Committee meetings.

RESPONSIBILITIES OF EXECUTIVE COMMITTEE

The Executive Committee is responsible for providing leadership to the Board of Directors and to act on issues between meetings of the full Board of Director's. As the committee of the Board

of Directors, it is responsible to conduct research on issues that affect the Board, thoroughly discuss the ramifications of the issues to the Chapter and bring recommendations to the Board of Directors. The Executive Committee may meet prior to each Board of Directors Meeting. The committee members are responsible to have reviewed the agenda, complete any necessary research and come to the meeting prepared to discuss the issues and the ramifications to the Chapter. As with any other committee, the Executive Committee brings its issues before the Board with a recommendation to be voted upon.

The Executive Committee may exercise full (limited) powers of the Board in the interim periods between Board meetings and provides leadership to the Board of Directors. The Executive Committee may meet prior to each Board of Directors meeting to review the agenda, and prepare special recommendations for full Board consideration. The Executive Committee may meet between Board Meetings at the direction of the President. All actions taken by the Executive Committee must be ratified by the Board of Directors.

SAMPLE DESCRIPTIONS OF BOARD MEMBERS

President

The President shall be the Chief Elected Officer of the Association and serve as Chair of both the Board of Directors and Executive Committee. The President shall serve as a non-voting ex-officio member of all committees, standing or otherwise, except for the Nominating Committee. The President serves as a voting member on those committees to which he/she is appointed a full member with voting privileges. He/She shall make all required appointments to Presidential Committees, task forces, and organizational representatives.

The President shall exercise personal leadership in the motivation of other officers, board members, committee chairs, committee members, and membership, and influence the establishment of goals and objectives for the organization during the term of office. He/She shall act as spokesperson and inspirational leader, and shall work in partnership with the Executive Director.

Duties, Responsibility and Authority:

- ◆ Presides at and attends all meetings of the members, Board of Directors and Executive Committee. Coordinates agenda material with the Executive Director.
- ◆ In concert with the Executive Director, sees that the Board of Directors, Executive Committee, and officers are kept fully informed on the conditions and operations of the Chapter.
- ◆ Works with the Executive Director to see that basic policies and programs designed to further the goals and objectives of the Association are planned, formulated, presented to the Board of Directors, and executed following Board approval.
- ◆ Appoints the chairs and members of Presidential Committees and task forces, outlines the purpose and duties of these committees and task forces, and monitors progress.
- ◆ Supports and defends policies and programs adopted by the membership, Board of Directors and Executive Committee.

- ◆ Promotes interest and active participation in the Association on the part of the membership and reports activities of the Board and Chapter to members by means of letters, publications or speeches.
- ◆ With the Executive Director, acts as a spokesperson for the Association to the press, the public, legislative bodies, and related organizations.
- ◆ Presents an annual report at the annual membership meeting on the State of the Chapter.
- ◆ Exercises general supervision over the work and activities of the Chapter Board, Executive Committee and other Chapter committees.
- ◆ In cooperation with the Executive Director, sees that all orders and resolutions of the Board of Directors are carried into effect.
- ◆ Assumes a key role in the orientation and transition of the President-Elect to the duties of the President.

Relationships:

Responsible to the Board of Directors and to the membership for seeing that the programs and policies of the Chapter reflect the needs and aspirations of the membership.

Consults and advises with the Executive Director on all matters pertaining to Chapter policies, programs and finances.

President-Elect

The President-Elect is the second highest ranking elected officer of the Association, and at the conclusion of the President's term of office, automatically succeeds to the office of President.

Duties, Responsibility and Authority:

- ◆ In the absence or incapacity of the President, performs the duties and exercises the powers of the President
- ◆ Works closely with the current President and Executive Director to learn the duties of the Presidency to prepare to assume that office.
- ◆ Serves as a member of the Board of Directors, Executive Committee and other committees as assigned by the President.
- ◆ Represents the Chapter with other associations, industry groups, or other organizations as may be assigned by the President or Board of Directors.

Relationships:

Works closely with the President so as to fully understand the duties of that office and ensure a smooth transition.

Represents the Chapter to other associations and industry groups, serving as an organizational liaison.

Vice President

The Vice Presidents is a key member of the President's "Cabinet" and as such serves as a member of the Executive Committee and assists the President in the performance of his/her duties.

Duties, Responsibility and Authority:

- ◆ Serves as member of the Board of Directors and Executive Committee.
- ◆ Serves as chair or appointed member, nonvoting ex-officio member or oversight member to other Chapter committees as assigned by the President.
- ◆ Works closely with the Chair of the Chapter Presidents' Council to represent the Chapter to all chapters.
- ◆ Performs such other duties and assumes such responsibilities as may be assigned by the President or Board of Directors.

Relationships:

In partnership with the Chair of the Chapter Presidents' Council, maintains contact with state and chapter Chapter officials and reports Chapter developments to the President and Executive Committee.

Secretary

The Secretary is a key member of the President's "Cabinet" and as such serves as a member of the Executive Committee and assists the President in the performance of his/her duties. He/She is the official "keeper of the records".

Duties, Responsibility and Authority:

- ◆ Serves as member of the Board of Directors and Executive Committee.
- ◆ Attends all meetings of the members of the Chapter, Board of Directors and Executive Committee and ensures that attendance, votes and proceedings of the meetings are recorded and maintained in the permanent records of the Chapter.
- ◆ Assures that staff maintains custody of the corporate seal of the Chapter and affixes the same to any instrument requiring it. Attests the seal by his/her signature.
- ◆ Conducts roll call of Membership, Board of Directors and Executive Committee meetings for the official records and to establish the presence of a quorum.
- ◆ Ensures that copies of the minutes of the Board meetings and Executive Committee meetings are approved by those bodies and provided to the officers and directors as appropriate.

- ◆ Performs such other duties and assumes such responsibilities as may be assigned by the President or Board of Directors.

Relationships:

The Secretary may, in cooperation with the Executive Director, request a staff liaison to assist with the duties.

Treasurer

The Treasurer is a key member of the President's "Cabinet", and as such serves as a member of the Executive Committee and assists the President in the performance of his/her duties. Ensures the integrity of the fiscal affairs of the Association.

Duties, Responsibilities and Authority:

- ◆ Serves as member of the Executive Committee.
- ◆ In conjunction with management staff, ensures that the Chapter maintains accurate financial records.
- ◆ In conjunction with management staff, reviews Chapter expenditures and financial status on a regular basis to ensure overall fiscal integrity.
- ◆ Ensures that regular financial reports are submitted to the Board of Directors and Executive Committee and presents an annual financial report to the membership.
- ◆ Submits the financial accounts of the Chapter to an annual independent audit.
- ◆ Performs other duties assigned by the President or Board of Directors, which may include serving as chair or member of other committees.

Past President

The Past President position is that of advisor to and diplomat for the Chapter. The Past President serves as a member of the Executive Committee and Board of Directors.

Duties, Responsibility and Authority:

- ◆ Serves as advisor to the acting President of the Chapter.
- ◆ Oversees special projects of the Chapter.
- ◆ Supports and defends policies and programs adopted by the membership, Board of Directors and Executive Committee.
- ◆ Promotes interest and active participation in the Association on the part of the membership.
- ◆ Assumes a key role in the orientation and transition of the President-Elect to the duties of the President.

Relationships:

Responsible to the Board of Directors and to the membership for seeing that the programs and policies of the Chapter reflect the needs and aspirations of the membership.

ROLE OF DIRECTORS ELECTED BY MEMBERSHIP

Role of Directors as Individuals:

The role of the individual Director is a challenging one. It is not enough to fill a seat at Board meetings and perform a perfunctory role in the Chapter. Equal in importance to attendance is constructive participation. The effective Director will be knowledgeable of the affairs and activities of the Chapter and will recognize the fiscal and legal responsibilities of the Board and individual Directors.

The Director views the development and approval of sound short-range and long-range objectives as one of the most important policy decisions he/she will be called upon to make. It is in comparison with these objectives that the Board can review program progress and measure the effectiveness of the Chapter in accomplishing its purpose.

Checklist for Directors:

The Chapter has Bylaws, a Mission Statement, and policies. Make certain you have read and adhere to them. If they are to be changed, you will participate, but until they are changed, these are the rules. Your function as Director is to represent the interests of the membership at large, regardless of the segment of the membership from which you may come or of your own point of view. It is your responsibility to determine what your members need and want, and to bring these to the attention of the full Board, after discussing with the President and Executive Director. Publicly disclose any actual or perceived conflicts of interest and do not vote in such instances.

Be constructive in representing the activities of the Board. Other than references made in the written minutes of the meeting, Board meeting discussions should be treated in confidence. **You can disagree during a meeting and even be on the short side of a vote, but once the Board has come to agreement, it is important that you support the Board's position.** If you are critical of a Chapter policy or an issue under consideration by the Board, know when and how to voice your concerns.

Use the staff as a reliable resource. They are a source of valuable suggestions and advice. Make all efforts to be constructive. Strive to build a stronger Chapter, which reflects the current and future needs of the members and the profession. Your role as a Board Member is to guide the profession. To do this effectively, you must address the major problems facing the Chapter and not concern yourself with administrative details. Do your homework. To be effective, you must be well informed. It is imperative that you study the issues and details relevant to the issues and subjects about which you will be called upon to make a decision. Refrain from any discussions or activities that violate antitrust laws.

BOARD MEETINGS

The Board of Directors meets at least three times per year with two meetings being held in conjunction with the Annual Meeting of CMSA members and one in the fall. When terms of office exceed one calendar year (from annual meeting to annual meeting), or when business requires, there may be more meetings scheduled. The Executive Committee meets on call of the President.

Notice of Meetings/Agendas

Meeting notices are sent out to Board members with preliminary agendas not less than fourteen days in advance of the announced meeting. Meeting materials in support of agenda items are provided to assist in advance review and research for appropriate policy discussions. Additional agenda items may be solicited at the same time so that they can be cleared with the chair and proper preparation made. Agendas are adhered to and rulings by the chair as to relevance are firm.

Attendance

Willingness to serve is determined by acceptance of nomination for election to the Board. Once elected, faithful attendance is a requirement. Every effort to attend should be made and requests to be excused with rationale should be directed to the President in writing. Proxies, alternates, or substitutes are not permitted. Continued inability to perform the functions of an office will be addressed by the President, and may result in removal from office.

Voting

Each Board member is entitled to one vote on any issue brought before the Board. If so inclined, a Board member may abstain from voting. Board members are required to report any conflict of interest (real or perceived) and seek Board direction regarding the appropriateness of abstaining on those issues.

Minutes and Agendas

Minutes of meetings are mailed by staff to the President and Secretary for approval, then to Board members after each meeting with a request for review and correction. As a director and participant in the meeting, it is important that you review the minutes so they accurately report actions taken on the agenda.

Roberts Rules of Order

The Board of Directors uses Robert's Rules of Order to govern parliamentary procedure. A recent edition of Robert's Rules is available from the National Office.

Ground Rules

- Good business judgment and common courtesy are a must
- Build an atmosphere of allowing input from all parties without prejudice and be respectful of opposing views - keep an open mind
- No surprise issues at the Board meeting
- Represent the interests of all people served by the organization
- Do not use the organization to your personal advantage
- Keep confidential information confidential
- Keep the mission of the organization paramount

Remember – You have NO AUTHORITY as a Board member outside of a Board meeting.

Role/Responsibilities of Committees

RELATIONSHIPS

The most effective committee members relate to other Board colleagues and to staff with mutual understanding and respect. The first obligation of a committee to the Board is to provide adequate information that enables board members to review committee actions and recommendations thoroughly. Board members, in turn, must devote time and thought to studying committee recommendations, which reflect a considerable investment on the part of committee members. Both Board and committees should remember that the Board is not simply a rubber stamp for committee recommendations. The Board always has the option to reject a committee proposal or refer a matter back to the committee for more work.

Clarity of committee and staff roles is especially vital. The Executive Director or an appropriate staff liaison member should support the work of each committee. It is important to assess the level of staff support that is realistically required, to avoid drawing staff members away from other responsibilities. Committees do not advise staff but advise and make recommendations to the Board on matters of governance and on Board participation in organization-wide activities, such as strategic planning. Just as committees must not supplant the responsibilities of the Board, they must not become involved in day-to-day administrative/ staff work.

COMMITTEE STRUCTURE

The Chapter has two types of committees: Standing and Special. A standing committee performs a continuing function and operates on a year-to-year basis. These committees deal with organizational and operational concerns of the continuing Chapter programs.

A special committee is organized with a specific objective or problem in mind, and serves at the discretion of the Board of Directors and/or the President or until the task is completed. The President appoints committee chairs and members annually.

CMSA COMMITTEES	
STANDING	SPECIAL
Bylaws	Case Manager of the Year
Education	Communications/Public Relations
Ethics	Conference
Government Affairs/Public Policy	Membership
Nominating	

COMMITTEE FUNCTION

Committees are advisory to the Board of Directors. Committee recommendations cannot be implemented and are not authorized until the Board has given its approval. The Board for continuing or short-term purposes establishes committees. Committee Chairs and members are appointed by the President on an annual basis and are subject to Board ratification.

ROLE OF COMMITTEE CHAIRS

The persons selected to serve as committee chairs are intended to be persons who readily accept responsibility, foster creativity, and deal in firm but unobtrusive ways to keep the committee on the topic and achieving its objectives. Typically, they are not in awe of the committee or other members. They possess leadership potential, experience, ability, and have demonstrated past accomplishments.

Responsibilities

The chair's responsibilities and duties can be considered in the following areas:

- ◆ Attending all the Board meetings
- ◆ Publicly disclosing any actual or perceived conflicts of interest and refraining from voting in such instances.
- ◆ Submitting a written Committee Report for each Board Book in a timely manner
- ◆ Accepting and supporting the committee's charge; recommending or revising the committee charge to stay current with and to lead future case management practice.
- ◆ Recommending a budget
- ◆ Defining your committee's goals and objectives for the year with the President
- ◆ Planning committee meetings and agenda with staff [via conference calls]
- ◆ Exercising leadership
- ◆ Moving members toward participation and decisions
- ◆ Evaluating committee efforts and communicating recommendations to the Board
- ◆ Maintaining records and relevant information on committee work. The Chair must keep sufficiently informed to interact knowledgeably with other committee members and staff.
- ◆ Refrain from any discussions or activities that violate antitrust laws.

Reviewing and Establishing Committee Commission Statement

The committee commission statement is established in conjunction with the Presidents ratified by Board of Directors of CMSA, and provides the committee with its overall direction. It does not change radically from year to year. It outlines the committee's scope of activity and provides a road map for the committee. The Committee Chairperson is responsible for reviewing the charge when taking office and recommending any changes they feel are necessary to be responsive to CMSA's long-term goals, the changing health care environment and the needs of the membership.

Establishing Goals and Timeline

In order for a committee to function at its best, it must have clearly defined objectives and establish a working plan. This plan must have clear timelines so the committee members know the expectations of the committee and in order that the staff and Board of Directors can monitor progress.

Establishing the Committee

Committee Member Requirements

Must be a CMSA member in good standing

Must be able to commit to the time to complete committee work

Must have geographical and practice setting representation

Committee Size

A committee must be large enough to complete the work and yet small enough to conduct business efficiently. Somewhere between 4-6 members is a workable group.

An introductory welcome and orientation letter sets the stage for the rest of the year. It identifies the committee charge and the goals and objectives for the year. Schedule meetings well in advance with written notice and a request for confirmation. The President, as a mentor of each Committee, is notified of all Committee meetings.

Budgeting Considerations

CMSA is a non-profit organization. That does not mean that the organization must not have a profit. In order for CMSA to continue to provide its members with benefits and pay its creditors, it must have profit. However, there is a fine balance between having too much profit, which could lead to members questioning why their dues are at the current level, and having too little profit so that essential services and continuation of the Long Range Plan must be curtailed, leading to long-term deterioration of the organization.

CMSA functions on the fiscal year of September 1 through August 31 and works within a carefully developed and closely monitored budget. When you take charge as Committee Chair, the fiscal year is more than half over. This makes it imperative that your first responsibility is to review last year's budget to see where your committee stands. Your goals and objectives for the year need to be made with the budget in mind. If you have been given a Board of Directors imperative to accomplish what cannot be completed within budget, you need to request additional funding from the Board. Plan ahead and discuss your goals with the Staff Liaison for input on how much you will need to budget. Close review of the budget worksheet outlining prior year expenditures will assist you in the budgeting process.

One of the traditional ways that Committees hold meetings is through conference calls. Properly used, they can provide for targeted discussion, obtaining consensus and voting on issues. They should not be used as a forum to obtain ideas. That can be completed in other more cost efficient methods. Creativity in communication is the key. Put all those case management skills to work and look for a creative solution to communication. Egroups or Online chat services, faxing, three way conference calls for phone systems able to accommodate this, etc. are all ways to communicate without making a conference call.

Committee Meetings

Committees meet at the discretion of the President or Chair in keeping with the approved budget. Committees are expected to complete their objectives on a schedule that generates timely reports and recommendations to the Board of Directors.

All meetings must be coordinated through staff to allow for scheduling of staff time that permits staff attendance, and their coordination of meeting times or sites and accommodations with other meetings.

Notices of meeting calls and preliminary agendas are provided sufficiently in advance to ensure members' ability to protect meeting times and dates, arrange economic travel, inform themselves on agenda items, formulate positions based upon personal research and/or propose additional items to be discussed.

Meeting materials related to each agenda item are provided at least five working days in advance of committee meetings.

Chairing a Committee Meeting

A successful and productive meeting does not happen by chance. It requires advanced planning with a carefully thought-out agenda that is provided to Committee members in advance of the meeting/conference call. The agenda should spell out the beginning and ending times of the meeting as well as the items to be discussed. It is the Chair's responsibility to adhere to the timelines and assist in moving the discussion along in order to cover all agenda items. Staying within the time limits and covering all agenda items may be difficult in the short time allotted, especially on conference calls. This may include limiting discussion and bringing the group to consensus. Remember that all CMSA members are volunteers; please be respectful of their time and contribution.

The sequence of the agenda is important. Start the meeting with a positive item that will bring consensus and encourage discussion. This will set the stage for a meeting open to contribution. Additionally, topics requiring clear thought and much mental energy should be discussed early. Try to stagger heavy, difficult topics to allow for a natural rest prior to tackling the next big item. End the meeting with topics that will unify the committee so as to give members a feeling of accomplishment.

Try not to overschedule the meeting. If you have numerous items to discuss, a prior FAXed correspondence with a request for an "action without meeting" vote may help to control some of the discussion and allow for input. This can then be summarized and sent out with a copy of the agenda.

Always start on time, announcing the business to be conducted. It may be necessary to remind the committee of the big picture and the contribution they are making to the organization.

Good business rules must apply. The Chair controls the meeting. Everyone should be allowed to talk, but discourage breaking in. Call on the least-senior members to express their views; discussions tend to close down after more-senior members express strong views. Encourage a clash of ideas, but not of personalities. If emotions get too high, return the floor to a neutral person and take a break if necessary. Be sensitive to the feelings of the committee members. Look for visual and verbal cues to determine if a member is not happy with the discussion and then deal with the situation. Don't allow one person to destroy the work of the committee. Deal with dysfunctional behavior by confronting the person in private in a caring constructive manner and attempt to come to resolution.

Before calling for a vote, restate the issue to make sure everyone understands the motion and the consequences of the vote. Seek consensus but not unanimity. You can compromise an idea too much by trying to get every person to completely agree.

One of the key roles as Committees Chair is that of facilitator. You must keep the committee focused on the agenda and end the meeting on time. If you are unable to complete all agenda items within the time frame allotted, reschedule another meeting to finish the discussion. Keep discussions on track by periodically restating the issue and the goal of the discussion. Monitor participation. Control talkative members and draw out silent members.

CMSA follows Roberts Rules of Order for correct parliamentary procedure. If you are not familiar with them, a copy can be purchased from any bookstore.

Intracommittee

A written report of any meeting is a key part of the committee process. Prior to any meeting, you must appoint someone to take minutes. This may be the Staff Liaison; however, if that individual is required to provide a large amount of input during the meeting, be courteous and request one of the committee members to take the minutes. Do not try to take minutes yourself, as it is your responsibility to keep the meeting on track and on time. The minutes to any meeting should be distributed to the committee members as soon as possible after the meeting. This is especially true if there are action items for particular members. Provide feedback and obtain information when there is momentum after a meeting. The more time that passes, the more difficult it is to obtain the cooperation of your volunteers. They become busy with their jobs and families.

Communication with Staff Liaison

Communication with your Staff Liaison should occur on at least a monthly basis, even if it is only to touch base and see if anything new is happening that will affect your committee. Your success as a Committee Chair will depend upon the rapport you are able to build with your Staff Liaison. They are your vehicle to accomplishment.

If your committee has any information that needs to be reported to the membership, discuss this with your Staff Liaison. They will assist you to identify the most effective vehicle in which to do so. Providing information through *The Case Report* is an effective way to reach the membership.

ROLE OF COMMITTEE MEMBER

The committee members are expected to participate and positively contribute in assisting the committee to reach its goals and meet its timelines.

Members are expected to do the following:

- ◆ Act in good faith and in accordance with what they believe to be in the best interests of the association.
- ◆ Discharge their responsibilities diligently and not delegate them to other committee members or staff.
- ◆ Publicly disclose any actual or perceived conflicts of interest and do not vote in such committee matters.
- ◆ Refrain from any discussions or activities that violate antitrust laws.

Committee/Task Force Guidelines

Your chapter committees/task forces are the essential, functional units of your chapter. For effective function, each committee/task force, its chair, and its members must have:

1. A specific function clearly defined and understood by all members.
2. An effective chair, who starts and ends meetings on time, keeps to the agenda, sets the tone and pace of meetings, makes sure all members participate and none dominate.

3. An effective logistics person, who prepares agendas, provides needed data, reports or other material necessary to clarify issues and who prepares minutes or committee actions.
4. An agenda specifying what is to be accomplished at each meeting, what decisions are needed and what items need discussion.
5. Members, who attend all meetings, read advance material provided and participate actively in discussions.

Expectation of the Committee/Task Force Chairs

1. Prior to the actual meeting...
 - Decide on an agenda
 - Develop and review background material
 - And ensure both are mailed/faxed/emailed to the committee members several days prior to the meeting.
2. Start and end meetings on time.
 - Keep the group on the subject and control discussion so that all items receive sufficient time.
3. Encourage participation and ensure equal access to group time...
 - By involving silent members
 - And controlling those who dominate.

Expectations of Committee/Task Force Members

1. Attend all meetings, arrive on time and plan to spend the time required to stay to the end.
2. Do necessary homework, read advance material, review agenda and consider items to be discussed in advance of meeting.
3. Ask questions if something isn't fully understood. The only dumb question is the one that isn't asked
4. Share responsibility with the chair and other members for getting the work done, accomplishing objectives and ensuring good use of everyone's time.

TIPS FOR IMPROVING COMMITTEE & TASK FORCE EFFECTIVENESS

- Make sure that the committee/task force has a real purpose for existence.
- Make sure that everyone on the committee/task force knows what the purpose is and agrees with it.
- Have only the right people on the committee: interested, capable and willing to work.
- Remove committee/task force members who are not right for the committee/task force or who do not participate.
- Don't hold meetings without a clear reason. Call a meeting only when it is clearly the best way to accomplish the task.
- Give advance notice of meetings, complete with a distributed agenda and reading materials.
- Encourage everyone to participate during the meeting.
 - Utilize seating arrangements that encourage equality of participation.
 - Use name cards if attendees do not know one another.
 - Discourage members who monopolize the discussion.
- Set norms for behavior at the first committee meeting and stick to them.

- Start and end meetings on time. If work isn't done when time is up, negotiate a time for further discussion.
- Have an agenda for each meeting. Schedule important items first on the agenda.
- Allocate time for discussion according to the importance of each issue.
- Send members a summary of the meeting, keying on the decisions made and on the assignments given.
- Don't have more than eight people on a committee without breaking it into subcommittees.
- Be very specific about tasks and deadlines.
- Don't discuss, re-discuss and continue to discuss items. Make leadership decisions.
- Conclude each meeting with a summary of what is to be done by whom by when.
- Double check for agreement on important issues. Seek opposing points of view.
- Don't allow unrelated discussions at meetings.
- Make sure everyone gets credit for the accomplishments of the committee.
- Allow some social time following each meeting.