



Board Succession Planning Considerations & Best Practices

Part of the monthly AAF COG Webinar Presentation Series
May 28, 2020





Welcome



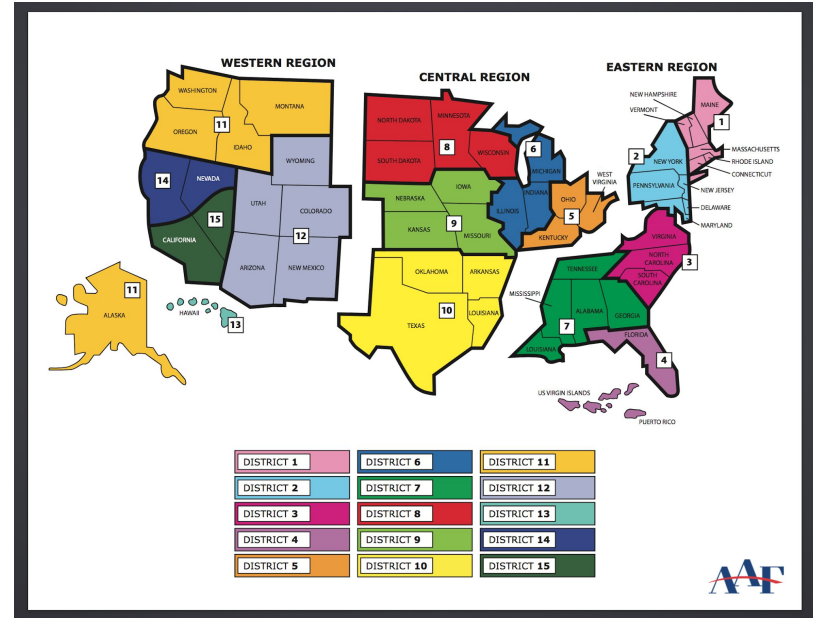
Paul Lam
Western Region



Gina Nacey
Central Region



AJ Busé
Eastern Region





Overview

The strength of an organization starts with a solid foundation: their board of directors.

At each level of AA (local clubs, districts, regions) there are a variety of structures in place. This can be confusing and perplexing.

This presentation and discussion is meant to prompt every club and district board into reviewing their succession planning, modeling new structures after successful organizations and preparing for the years ahead.



Problems to solve

1

CLEARLY DEFINED ROLES

- May require more effort than ever
- Critical to articulate roles and transition plans

2

ACTIVE RECRUITING

- Always actively recruiting & groom leaders
- Prepare for hardships & vacancies.

3

A BALANCE OF TALENT

- Maintain proper balance of experience & institutional knowledge
- Allow time for knowledge transfer
- Avoid “start-up boards” with no background

4

TERM LIMITS

- Lack of term limits = stagnant boards
- New ideas, fresh perspectives not welcomed
- Allow room for leaders with energy & ideas to move organization forward



Recruitment & Retention

01

- Getting and keeping club members is most critical function of your AAF club
- **Recruitment, Retention and Involvement** are key!
- Set objectives based on membership needs through strategic activities and tasks
- Membership committee should define specific goals for membership recruitment, retention and involvement
- Formal goals provide direction & serve as foundation for measuring success

Case example:

AAF Hawaii membership committee ...



Recruitment & Retention: Club Example

AAF Hawaii

01

Membership committee perhaps most important committee of the club:

To thrive, membership goals for year include:

1. **Recruit** five new members.
 2. **Retain** all existing members.
 3. **Engage** members with two main focuses: 1) board involvement; 2) meaningful member engagement at events.
- Club meets and exceeds goals each year
 - Example: held 17 events during “Ad Month” drawing more than 275 participants, with active engagement for new, prospective members at these events.



Disruption Preparation

02

Resilient boards are prepared for challenges with:

- thorough, thoughtful **plans** in place to cover gaps in leadership
- clear **transition plans** for executive board members
- frequent cross training for additional institutional **knowledge**
- active **recruitment** efforts for board replacements



Leadership Transition Plans

03

Successful boards/committees and successful leaders don't start over every year:

- ensure mix of experienced and new board members
- training & mentorship of new board members with frequent communication
- board leaders grounded in the policies & procedures
- first-hand mentorship and transfer of knowledge for executive leadership

Case examples:

AAF Baton Rouge & AAF District 7



Executive Leadership Transition Plans - Club Example: AAF Baton Rouge

03

- Executive Board selects person with 2 years experience as committee chair, presidential qualities
- rises to Executive Board as American Advertising Awards co-chair
- moves up through VP positions to become president
- know 4 years in advance who president will be
- board members/committee chairs attend all District conferences to learn leadership skills, prepare for future roles
- AAF Baton Rouge Board Executive Committee:
 1. American Advertising Awards co-chair
 2. VP: American Advertising Awards chair
 3. VP/President-Elect: also chairs a major club committee
 4. President: leader, district board
 5. Immediate Past President: club achievement, chair of a club committee as needed



Leadership Transition Plans - Example

District 7

03

- Regional Directors oversee 3-4 clubs each, serve as liaisons to district Executive Committee
 - > Chosen from pool of former club presidents, district-level committee chairs
- former RDs nominated, voted to sec/treas role of EC each year, knowing they'll eventually be governor
- board EC has 6 positions (one-year term each role), eventually serving as Governor
- know 5 years in advance who governor will be.

1. Secretary/Treasurer: Database, Comm & Finances
2. Lt. Gov. Club Services: Club resources/Achievement
3. Lt. Gov. Education: NSAC, Students, Awards

4. Governor Elect: ADDYs, Gov't Relations, Regional Directors
5. Governor: Leadership, COG/AAF Board
6. Immediate Past Governor, Board Chair

7. Former Governor serves as the District Historian and Advisor to the Governor.
8. Eastern Region Rep and any AAF National-Level positions are also District EC members.



Leadership Transition Plans - Titles, Roles and Responsibilities

03

It's all in a name:

- “President Elect” prepares to be club president
- “Vice President” has options open, may not plan to take over leadership
- give **President Elect** the title/responsibility of assuming reigns next year
- be specific about each Vice President’s roles/responsibilities
- expectation is to move forward toward President
- applies to District level, too
- include titles, roles and responsibilities in By-Laws
- put leadership path to top in writing



Leadership Transition Plans - Executive Director

03

The Executive Director role is often misunderstood:

- not an *executive* of the club, nor *director* on the board
- handle day-to-day operations of club, help in *support role* for the exec committee, board, chairs, members
- should not be in “charge” of anything
- important assistant and integral support person for club, but not a leader

- helps treasurer with accounts, statements, reports... is NOT the club treasurer
- tap club members to be involved
- letting ED run things, serve as the “face” of the club hinders involvement of members, future leaders
- members avoid being on board due to lack of previous involvement
- Get members involved! Prepare them for higher leadership roles, presidency



Term Limits

04

Experienced boards are critical, but new energy is required for your evolution:

- term limits ensure organization's voice over a personal voice
- boards seen as "self selecting" take away from club credibility
- strongest boards strike the perfect balance of experience and new energy
- result is proper transfer of knowledge



Board Transition & Training - Final Thoughts

Leadership Retreats -

- Executive Board retreat serves as new member onboarding, review, planning
- community-building for new and old board members
- review fiscal year budget so committees know what they were working with for the year

Google Drives -

- store files, all committees have immediate access to most recent materials
- central repository for operating procedures, minutes, agendas, reports, financials

Slack -

- effective internal board communications sorted by committee channels
- one central, easily searchable place



Things To Do

- Define leadership roles and responsibilities clearly
- Actively recruit and groom future leaders
- Maintain a balance of diverse talents
- Provide term limits to allow for fresh ideas



Thank you.

AJ Busé, Eastern Region Chair
Gina Nacey, Central Region Chair
Paul Lam, Western Region Chair

