



**Committee Chair  
Guide and Record Binder**



**Committee Chair Guide and Record Binder  
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**Committee Chair Guide and Record Binder**



## **Introduction**

Thank you for being a BOMA Columbus Committee Chair! The Board of Governors, The BOMA Association Executive, and our membership are grateful for your voluntary leadership and for your commitment to this organization. Together, we help make BOMA Columbus an enriching and valuable experience for our membership, and further the mission of BOMA Columbus.

This binder is intended to serve as a resource to help you in your role as a BOMA Columbus Committee Chair. It is also will serve as the record for your Committee's activities, notes, etc. We encourage all Committee Chairs use this binder retain records of meetings, events, notes, etc. that may be helpful to BOMA and may also be helpful for future planning for the committee.

Please retain this binder to be passed on to the next Committee Chair or turned back in to BOMA Columbus when your term as Chair comes to an end.

As always, please reach out to your Board Liaison or any member of the BOMA Columbus Board of Governors or BAE for questions.

Thank you!



## A Committee Chair's Guide

At the end of every committee meeting – the Chair should ask themselves: What did I achieve for BOMA?

**B**ring leadership – did I act as a good leader during this meeting?

**O**rganized – was my meeting well organized?

**M**ake good decisions – did I make good decisions that would have a positive affect on BOMA Columbus, its members and overall strategic plan?

**A**ctive participation – did I require active participation from all committee members?

## Overview of Committees

Committees are often considered the core of the association because they do the majority of the work between meetings, thereby allowing the Board Members and the Executive Director to focus on the big picture and critical decisions. Committee work engages members in regular activities that extend their responsibilities far beyond participation in BOMA luncheons. Committees allow the organization to tap into an individual's full experience, talents, interests, and enthusiasm. They can also expand the understanding of the organization, and they are often the training ground for prospective board members and future board officers.

The BOMA Columbus Board of Governors determines which committees or task forces are necessary and the general purpose of each committee. Committee structure should flow from the organization's strategic goals and the board's priorities. Periodically, the board will review its committee structure and determine which committees are necessary. When necessary or appropriate, an ad hoc committee or task force with a limited life span may be instituted to achieve a specific goal.

Committees often fail when they do not know what they are supposed to do. Therefore, giving them definite areas of responsibility, or changes, is crucial for their successful functioning. While bylaws may state the roles of particular standing committees, separate committee descriptions should define their specific responsibilities. Remember, the board determines the responsibilities for the committee, not the committee itself.

A guiding statement about committees may explain how committee chairs are selected and who may serve on each committee. The BOMA Columbus Board of Governors

appoints committee chairs from the membership. The role of the committee chair should always be defined (see Committee Chair Job Description). The chair of the committee runs the committee process and leads the work group to accomplish the expected tasks. Any member in good standing (regular and associate) is eligible to participate on a committee. BOMA Columbus encourages the committee chairs to draft agendas and to speak in person or by phone to each member at least once per month.

### **Committee Protocol**

While every committee has its own purpose, style, and structure, a set of standards offers the board guidelines for creating and using committees effectively. The following protocol will be utilized:

1. The board will decide what committees will be formed and appoint a board member to be the committee liaison.
2. The committee chair is authorized to recruit prospective committee members and encouraged to consult with the BOMA Executive Director.
3. Committee meetings may be held on a regular schedule or as deemed necessary due to the committee's responsibilities. Meetings may also be called by the Board President.
4. Each committee will be made up of a minimum of five and an approximate maximum of twelve members.
5. The board will set the goals of the committee, while the committee will set its own strategies for reaching those goals.
6. Prior to the first meeting of the committee, the Board President, the BOMA Executive Director, the Board Liaison and the committee chair will meet to review the goals and expectations.
7. Committee chairs should work effectively to hold productive meetings and not meet more than needed to achieve their set goals.
8. The BOMA Executive Director can sit on any committee *ex officio*. They will be copied on all committee correspondence.
9. The BOMA Executive Director, when present at a committee meeting, will be present to assist because of knowledge of the actual day-to-day operations. An important job of the Board Liaison is to protect the BOMA Executive Director from being assigned tasks inappropriate to the committee.
10. A committee will not enter into any contractual obligations on behalf of the board.

### **BOMA Committee Chair Job Description**

#### **Introduction**

It is often said that if a committee has a good chair, then it is a good committee. The committee chair ensures that members have the information needed to do the job, and oversees the logistics of the committee's operation. The committee chair is responsible for reporting the work of the committee back to the Board of Governors through the designated Board Liaison.

All committees have a chair. The general expectations for the committee chair position tend to be similar, regardless of the specific type of committee.

### **Practical Tips**

- The committee chair is, or should be, held accountable for the committee's performance. This requires that the committee have specific goals, routine monitoring, and even periodic evaluation.
- The role of the committee chair is a pivotal one, not only for guiding the committee's work but also because committee chairs may be potential board members.

### **General Responsibilities for BOMA Committee Chairs**

- Set the committee's agenda based upon the input of other committee members, the Board of Governors and BOMA Executive Director
- Leader of the meetings
- Sets committee meeting times and location in collaboration with the BOMA Executive Director
- Recruits members as needed
- Ensures a record is kept of key committee actions and assignments
- Records achievement of goals and objectives
- Motivates committee participants
- Contacts absent members and communicates committee activities
- Recommends changes in current BOMA policies and recommend new policies when necessary
- Address issues that have been referred from other committees/task groups, or have resulted from board action(s)
- Prepare and present to the membership, reports related to its work and specific recommendations with supporting rationales at a time indicated by the chair
- Recommends future goals and helps craft budget requests based on strategic planning
- Work in collaboration with other committees
- Handle or delegate all administrative tasks associated with the effective coordination of the committee. These tasks include but are not limited to drafting email blasts and forwarding to the BOMA Executive Director for distribution, creating registration forms, flyers, etc.
- Prepare a plan of work for the coming year
- Operate within the approved annual operating budget
- Conduct committee-specific orientations for new committee members
- Maintain records and relevant information
- Monitor the committee's progress
- Resolve conflicts among committee members
- Arrange for the committee to evaluate its work at the end of each program year — or at the completion of its task — to determine whether it did what it set out to do, and what worked and what didn't work.

- Ensure that the committee fulfills the charge of the Board President and objectives as approved by the board.
- Evaluate the work of the committee with other committee officers, the Board President, and the Executive Director in conjunction with the organization's strategic plan.
- Delegate responsibilities to other committee members and encourage their full participation.



## Ten Challenges for Committees

	<b>The Challenges</b>	<b>Solutions</b>
1.	<i>The committees wander and don't stay focused.</i>	All committees should have a purpose statement or mission, similar to the organization.
2.	<i>Committees seem to waste time.</i>	Each committee should have work assigned annually by the board. If there is no reason to meet, postpone the meeting. Don't fulfill the adage, " <i>Committees keep minutes but waste hours!</i> "
3.	<i>Is there a preference for using task forces over standing committees?</i>	Busy volunteers would prefer to serve on a short term, single assignment task force. Standing committees are identified in the bylaws and serve the entire year.
4.	<i>They seem to be starting from scratch every year – there is no transition from last year's committees.</i>	Committees are part of a process --- the new committee builds on efforts of the prior year. Minutes and records should be maintained. Create a committee notebook to pass along or use a committee portal to archive work projects and notes.
5.	<i>Volunteers say they drove an hour both ways and when they arrived there wasn't even an agenda.</i>	A well-crafted meeting agenda is needed. Respecting the value of volunteers' time, the agenda and supporting info should be available in advance and used to complete the work at the meeting.
6.	<i>Committees are starting projects never intended!</i>	Use a board and/or staff liaison to support the committee. The liaison will also serve as the champion of the committees efforts at the board table.
7.	<i>Should committees link to the strategic plan?</i>	Committees should be aligned with the goals in the strategic plan. The plan should be introduced to the committee at the start of the year.
8.	<i>Committees have sent recommendations to the board and they revamp the proposals.</i>	When charges are clear between board and committee, the board should not recreate the work. Follow the adage, " <i>Boards don't do committee work at the board table.</i> "
9.	<i>The chairman dominates the meeting.</i>	No chairman should have a personal agenda. The role of the chair is to <i>facilitate</i> the meeting, not dominate it.
10.	<i>We only have board members on the committees.</i>	Board members are responsible for governance; some organizations recommend directors serve only as committee liaisons so as not to distract them from their duties. Expanding committee composition beyond the board is a way to engage members and bring in new ideas.



## Committees – Primary Functions and Duties - 2023

### Associate (Vendor) Expo Committee

**Primary Function:** To plan, organize and conduct an annual trade show to provide Associate Members a format in which to educate members on business opportunities. Seeks out other opportunities to facilitate communications between Associate and Regular members with respect to the services Associate members offer and the Regular members require.

#### **Duties**

- Develops programs whereby members can work together to achieve mutually beneficial goals.
- Encourage use of BOMA members for services whenever possible.
- Encourage priority pricing for BOMA members whenever possible.
- Plan, organize and conduct annual trade show to allow Associate members a format in which to educate members on business opportunities.
- Develop and implement a schedule of events, including: program; time and location; budget illustrating positive cash flow; promotion of available show booths and an organized plan for booth layout; advertisement of the event; coordination of the event including door prizes; food; volunteers to help with setup and registration; thank you letters to participants.
  - Advocate Associate Member participation and sell trade show booths.
  - Coordinate with BAE to carry out duties.
- Announce progress of the Committee at monthly luncheons when pertinent.

### Awards/TOBY Committee

**Primary Function:** To plan, organize and conduct the annual TOBY competition according to the guidelines set forth by BOMA International, and to plan, organize and conduct the annual TOBY and chapter awards event.

#### **Duties**

- The Outstanding Building Of the Year (TOBY) Competition - Every year members are solicited to enter their buildings in this local competition.
- Provides support and guidance for those members who win on the local level and want to go to the regional competition.
- Holds workshops on judging, entering and participating in the annual competition.
- Plans and executes the competition, including securing entrants and judges, scheduling judging activities, and providing training and assistance where needed.
- Reviews and evaluates all building entries in a two-phase process, which consists of a building tour and management team interview.
- This committee requires knowledge about commercial property management or a very specific aspect of what makes a building exceptional.
- Promotes the submission of nominations from the membership for the annual chapter awards, and votes on winners with the Board of Governors after nominations have been collected
- Proposes new chapter awards to the Board for approval, or modification of awards criteria, as needed
- Plans the annual awards event including: program; time and location; budget illustrating positive cash flow; promotion and advertisement of the event; coordination of the event including food, entertainment, photography awards, presentations, etc.; volunteers to help with setup and registration; thank you letters to participants.

- Announce progress of the Committee at monthly luncheons when pertinent.

The Performance 360 Committee (not an active committee) plans and encourages property professional to participate in the online assessment program which evaluates properties in six major areas of building operations and management. Properties are evaluated in the following areas: Building operations and Management; Life Safety/Security/Risk Management; Training and Education; Energy; Environment & Sustainability; Tenant Relations/Community Involvement.

### **Emergency Preparedness Committee**

**Primary Function:** Identify and disseminate information that will benefit members on emergency preparedness, building security and related issues.

#### **Duties**

- Provide guidance and/or standards for responding to building operation issues and communicates a constructive, positive image of commercial real estate as a place to do business.
- Plan and provide the membership with two (2) Round Table discussions/exercise annually
- Identify and solidify speaker/luncheon topic for Emergency Preparedness month (September)
- Collaborate with elected officials, Homeland Security, First Responders, and non-profits to become an asset and partner in citywide emergency and disaster planning
- Announce progress of the committee at monthly luncheons when pertinent.

### **Legislative and Government Affairs Committee** (Sub-Committees may include City Government, Codes & Standards, Energy & Environment)

**Primary Function:** To monitor, communicate and provide policy direction and advocacy on matters that affect the commercial real estate industry on the City, State and National level.

#### **Duties**

- Monitor through Local Agencies any regulatory initiatives that affect the Association's membership.
- Communicate information to the membership on City, State and National legislative and regulatory initiatives.
- Develop and maintain relationships with Local, State and National Representatives, to encourage and promote the goals of the Association.
- Attend (and have a seat) BOMA Ohio meetings and participate in the BOMA Columbus local Advocacy Day as well as other proceedings affecting commercial real estate.
- Announce progress of the Committee at monthly luncheons when pertinent.

### **Codes and Standards Subcommittee**

**Primary Function:** To provide technical support on code-related issues regarding construction industry codes, standards, ordinances and regulations and their impact on the commercial real estate industry.

#### **Duties**

- Support member information needs regarding codes, building permit procedures and policies, and their implementation and impact on commercial property owners and managers.
- Identify codes, procedures, and policies related to commercial real estate.
- To communicate information to the membership on national codes and standards developments and adoption of model codes and standards at the state and local level.
- Develop a bridge between local building officials and BOMA Columbus members.
- Announce progress of the Codes and Standards Committee at monthly luncheons when pertinent.

### **Emerging Leaders Committee**

**Primary Function:** To provide career development, educational and networking opportunities for BOMA Columbus members with 10 years or less experience in commercial real estate.

#### **Duties**

- Administer the mentoring program.
  - Call for applications
  - Pairings
  - Programming throughout the year
- Plan and execute other events and programs that support the Committee's primary function.
- Announce progress of the Committee at monthly luncheons when pertinent.

#### **Golf Committee**

**Primary Function:** To organize, promote and implement at least one annual golf outing.

#### **Duties**

- Establish date(s) for outing(s)
- Solicit and recommend a golf course to hold each event
- Prepare a budget confirming positive cash flow
- Promote and acquire sponsorships when applicable
- Organize Awards presentation
- Coordination of event including volunteers to help with setup, registration of guests, sales of raffle tickets, etc.
- Coordinate the operation of each event with the BOMA Columbus Executive Director.
- Announce progress of the Committee at monthly luncheons when pertinent.

#### **Marketing Committee**

**Primary Function:** To market and promote BOMA Columbus and broaden the awareness regarding BOMA Columbus to the general public and our community.

#### **Duties**

- Plan, monitor, and supervise the organizational marketing program to promote the local organization and its objectives.
- Prepare a marketing budget to include the sponsorship program for submission to the Board of Governors.
- Incorporate activities of the other standing committees into the organizational marketing plans.
- Explore alternative opportunities with affiliated organization to promote public and governmental awareness of the organization.
- Develop public awareness press releases to promote organization activities.
- Assist the Professional Development Committee in promoting educational opportunities.
- Assist the Membership and Networking Committee on promoting their activities.
- Announce progress of the Committee at monthly luncheons when pertinent.

#### **Membership and Networking Committee**

**Primary Function:** To recruit new members and promote active membership for the purpose of increasing our body of members and participation, and to plan activities and events that offer members opportunities for networking and relationship building.

#### **Duties**

- Develop an understanding of the organization, its benefits, and membership fee structure.
- Maintain a current "Potential Member Contact List".

- Maintain consistent, but reasonable communication with potential new members.
- Make follow up telephone calls to individuals that have been sent an “Information Package”.
- Provide coverage at the registration table at monthly luncheons and other special events.
- Coordinate as needed "New Member Orientation" meetings.
- Manage and promote “Membership Drives” at the local level.
- To plan, organize and stage events to enhance the networking between members and to support the local community through charitable activities.
  - o Networking activities are defined as events that provide for informal interaction between members primarily to promote business to business ties in a social environment.
  - o Charitable activities are defined to include both fund raising and self-help activities that promote the organization in its role as a member of the local community.
- Develop a program of social gatherings to provide a venue for business networking.
- Support the social activities of the Membership committee.
- Recommend and coordinate a charitable/community activities per year.
- Announce progress of the Committee at monthly luncheons when pertinent.

### **Professional Development Committee**

**Primary Function:** To plan, organize and conduct education seminars and the BOMI RPA, SMA, FMA SMT, and other BOMA Designation classroom programs throughout the year.

#### **Duties**

- Plan at least one (1) short course, clinic, or seminar and provide opportunities to meet the requirements of the State of Ohio Real Estate Commission criteria for license renewal when possible.
- Develop marketing plans in conjunction with the Marketing Committee to effectively promote the educational courses being offered.
- To identify and recruit instructors for the courses.
- Schedule and coordinate classroom locations.
- Work with the Executive Director on the schedule of education seminars, classes for the RPA, SMA, FMA classroom programs throughout the year.
- Analyze the needs of current RPA, SMA, and FMA students to develop a course schedule for a 12-month period.
- Announce progress of the Committee at monthly luncheons when pertinent.



## **Committee Instructions and Procedures as Adopted by the BOMA Columbus Board of Governors August 1, 2014, and revised January 5, 2023**

Chairs should change every two years for succession planning. Co-chairs are encouraged for succession planning. The goal of this is to encourage committee members to move on to the Board of Governors. The Board can approve exceptions to this recommendation.

The Committees shall submit an annual calendar of events to the Board of Governors by the requested time each year. While programming can be developed as the year progresses, dates must be set in advance for activities. The BAE will develop an annual calendar for the Board to review and the Board will set the master calendar of events for BOMA Columbus – the Board must approve all events to ensure the continuity of our calendar overall. Requests for exceptions to this process shall be submitted by the Committee Chair to their Board Liaison in writing.

All Committees will develop and submit annual budgets to the Board of Governors by the requested time each year. The Board Liaison will update the Committee on the status of the budget amount and YTD financials as the year progresses.

Committees must plan the programming portion of their events at least three months in advance of the event for minor events and up to six months in advance for major events such as the golf outing, TOBY Awards and vendor expo.

For major events, multiple quotes for large expenses (i.e., venue, food, etc.) must be obtained and presented to the Board of Governors along with the Committee's recommendation for selection.

The Board will set goals for the Committees each year, with input from the Chairs.

Committee Chairs and/or Members cannot sign documents or enter any contractual arrangements or obligations on behalf of BOMA Columbus, verbal or otherwise. This is for legal, insurance, and risk management purposes to protect everyone as well as to keep our affairs in order in regard to banking and our bylaws. Only certain individuals, namely the BAE, and Secretary/Treasurer, and the President can sign these documents and formally approve payments on behalf of the chapter.

Committees should meet as often as needed, but a minimum of quarterly meeting activity is encouraged.

Charitable Activity: There should be a new charity chosen each year. The Membership & Networking committee will present the charity of their choice to the board for approval. The recommendation should be provided before the new fiscal year begins in January. The same charity may be recommended in multiple years.



## **Committee Reports**

Good records are a cornerstone of maintaining continuity in an organization like BOMA Columbus. This is of great benefit to our membership and to our volunteer leaders. Your Board of Governors and BOMA Association Executive encourage all Committee Chairs help our organization be successful in this area.

Committee reports should be taken at each committee meeting. One copy should be sent to the Board electronically and one copy should be placed in the binder. Included in this section is a committee report form to be used for this purpose.

The Chair is also encouraged to keep records of any research done for planning of events, etc. in the Chair Records tab, Section 7, of this binder. Thanks to all your hard work, our members have grown to love BOMA Columbus events. Keeping records of the planning activities, contacts, quotes, research, etc. will help ensure our events continue to be a success year after year!



## Committee Report

\_\_\_\_\_, 202\_\_

<b>NAME:</b>	<b>COMMITTEE:</b>
<b>MEMEBERS:</b> <i>(List names of Chair, Co-Chair, Board Liasson and Committee Members)</i>	
<b>OLD BUSINESS:</b>	
<b>NEW BUSINESS TO REPORT:</b>	
<b>APPROVAL REQUESTS FOR THE BOARD:</b> <i>(Anything that would require Board approval such as \$, an event, and/or signing a contract)</i>	
<b>INFOMATION FOR NEWSLETTER:</b>	
<b>INFORMATION FOR WEBSITE – NEXT COMMITTEE MEETING – UPCOMING EVENTS:</b>	
<b>RESOURCES NEEDED FROM BOMA:</b> <i>(i.e. Purchases on the BOMA card for budgeted items/approved events, email distribution, BAE assistance, etc...)</i>	

This report is due to the BOMA BAE by the 25<sup>th</sup> of each month for presentation at the next Board of Directors meeting. Email to [info@bomacolumbus.org](mailto:info@bomacolumbus.org) and place a copy in the Committee Chair Guide and Record Binder.



# ENHANCING COMMITTEE EFFECTIVENESS

**Handbook for  
Committee Chairs,  
Staff Liaisons, and  
Committee Members**

REVISED EDITION

JOHN F. SCHLEGEL, PHARM.D, MSED, CAE

PUBLISHED BY ASAE & THE CENTER PRESS

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In this publication, the term “committee” applies to standing committees, task forces, ad hoc committees, councils, commissions, or any working group.

Although developed for the community of professional, trade, philanthropic associations and other not-for-profit entities, the contents of this publication provide an invaluable guide to anyone who is chairing a committee or simply chairing a meeting, no matter what the setting.



The author has worked diligently to ensure that all information in this book is accurate as of the time of publication and consistent with standards of good practice in the general management community. As research and practice advance, however, standards may change. For this reason it is recommended that readers evaluate the applicability of any recommendations in light of particular situations and changing standards.

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# THE COMMITTEE

If the board of directors is the “brain” of an association, committees are the central nervous system. When they operate well, they accurately sense the environment, process information, and provide valuable guidance to the “brain” so that it can make good decisions. When they do not operate well, the association suffers.



## Types of Committees

An association is governed by a volunteer board of directors; committees are established to assist in this governance. *Management committees*, which are defined in the bylaws, have specific memberships and continuing assignments from year to year. *Standing committees* are designated to make policy recommendations to the board, to undertake long-term assignments, and to carry out the work of the association. *Task forces*, *ad hoc committees* and other special working groups are most often formed by the governing board or the chief elected officer to undertake highly focused tasks within a specific period of time, usually one year or less.

In recent years most effective and successful associations have recognized the importance of minimizing bureaucracy, streamlining and accelerating decision-making, and using association financial and human resources more strategically. To accomplish this, there has been a trend toward having only a minimum number of Standing Committees and Management Committees, and to increasingly use ad hoc committees and task forces. These latter two are appointed to accomplish much more focused tasks within specific time frames. Use of ad hoc committees and task forces allows associations to be much more nimble, to impose much more accountability, and to create a culture of doing work in a manner that is more competitive with today's highly competitive business environment. Use of more ad hoc committees and fewer standing committees also creates more opportunities for volunteer participation in the association and thus a greater sense of affiliation and loyalty to the association and its work. Recent research studies, *The Decision to Volunteer* and *The Decision to Join*, undertaken and published by ASAE & The Center for Association Leadership, found that an engaged member or volunteer was more apt to remain a member and positively promulgate the benefits of association membership. Finally, volunteers are generally much more motivated to participate in working groups with very specific tasks to accomplish in specific time frames. This approach provides greater assurance that their time is being used wisely and that the expertise they bring to the group is valued.



## **Establishment of Committees**

### **Appointment Process**

Each year the chair of the board of directors appoints the leadership, and sometimes the entire membership, of standing and special committees of the association. Often the leadership of these important committees is ratified by the entire board. Recent committee chairs, the committee's staff liaison, and other relevant staff and volunteer leaders should be consulted when selecting the committee chair and members of the committee. Because associations are so dependent upon the quality of products or services and recommendations coming from these member working groups, competency in the committee's area of responsibility is an important requirement for the committee chair and all members of the committee. Another important consideration is diversity in the makeup of committees, taking into consideration age, gender, geography, and ethnicity, as well as making certain that there is good representation of the various segments of the membership.

The term of service for a committee member usually is one year, renewable up to three years. The chair is generally selected from the previous year's committee membership and generally serves in this leadership position for one year. In today's environment of rapid change, it is critical that committee membership and leadership is refreshed each year with new perspectives and new thinking brought in by the appointment of new people. The tradition in many associations of very long term service on a committee by a select few is giving way to this new thinking.

### **Purpose of Committees**

Associations are built on a system of committee actions, linking the association with the attitudes, expectations and needs in the real world of its members. Committees represent, involve, and serve members. They also provide an important training ground for future leaders. Committees are an effective workforce for the association—they ensure group participation in problem solving and provide a critical forum for the many interests within the association.

*Effective committees unify, represent, motivate, coordinate, consolidate, and communicate. They function best when their members are selected appropriately and they have a clearly defined mission, strong leadership, and competent staffing.*

## Committee Administration

**Chair and staff liaison.** The committee chair and staff liaison, working in partnership, are responsible for facilitating the work of the committee, providing oversight, and ensuring timely communications within the committee and between the committee and other components of the association. The staff liaison also provides logistical support for the committee's work.

**Board liaison.** Some associations have a board member who sits on the committee and serves as its liaison to the board. This person is a leadership resource person for the committee chair and staff liaison and a resource to the board regarding the committee's activities. Board liaisons must be careful not to overly influence committees, since the association is looking for the committee to provide fresh, new perspective and thinking. The board liaison should focus on being primarily a communication link between board and committee.

**Committee reports.** The committee chair and staff are responsible for keeping leadership and appropriate staff fully informed of committee activities. A written report of goals and achievements should be provided to the board of directors at least two or three times a year.

**Committee charge.** In addition to the general committee charge, which outlines the committee's scope of activity, the board of directors or board chair may charge the committee with specific work. The committee chair and staff liaison are responsible for keeping the work of the committee focused on the charge and aligned with the association's strategic plan. At the conclusion of each year, the chair and staff liaison are expected to make recommendations to the board and chief staff executive of the association regarding future work of the committee.

**Committee responsibilities.** Committees are directly responsible to the board of directors through the office of the chief staff executive.

Committees may not commit to expenditure of funds and may not express opinions or represent positions in the name of the association unless specifically authorized by the board. If proposing a program or activity that may involve expenditure of funds, committees must submit a program description and budget to the chief staff executive for inclusion in the association budget that must be approved by the board before undertaking the program or activity.

**Reports.** The committee chair and staff liaison are responsible for keeping committee members fully informed with timely reports of all committee meetings and committee work conducted by telephone conference and written communications. A “Sample Committee Report” form (see page 33) should be completed by the committee chair and staff liaison before all board meetings, or at least 2-3 times a year.

**Meetings.** To economize on the financial and personal time cost of meetings, committees often set meetings to occur in conjunction with other association meetings. This works well so long as sufficient time is set aside for committees to conduct their work. It is increasingly popular for committees to meet throughout the year via teleconference. This is an effective way of doing work in a timely manner. It is also a useful way to take care of routine matters so that limited on-site meeting time is used effectively to tackle issues better dealt with when the committee is working in the more interactive setting of a face-to-face meeting.

**Member responsibilities.** Members are expected to fully participate in committee activities by attending meetings and conducting business by telephone and written communications. Members are expected to:

- Act in good faith and in the best interest of the association, not on behalf of their own personal interest or even that of a constituency group of which they feel a part.
- Take on responsibilities and commit to fulfilling them in a timely manner.
- Disclose real or perceived conflicts of interest, and refrain from voting in these instances.
- Refrain from discussions or activities that may violate antitrust laws.



# THE EFFECTIVE **COMMITTEE CHAIR**

The following checklists are quick references to help the committee chair lead his/her committee.

## COMMITTEE CHAIR POSITION DESCRIPTION

### BASIC FUNCTION

Consistent with the association's policy and strategic plan, the committee chair guides the committee in its work as outlined by the scope of work and charge from the chief elected officer and board of directors.

### RESPONSIBILITIES

- With staff, develop a work plan that will allow the committee to effectively and efficiently discharge its responsibilities for the year.
- With staff, develop agendas and conduct committee meetings.
- Approve reports of committee meetings before their distribution.
- Work with staff to ensure that the work of the committee is carried out between meetings.
- Approve reports on committee activities, including requests to the board of directors for action.
- Report to the committee on decisions of the board of directors or executive committee that affect the committee's work or activities.
- Where appropriate, guide the committee in proposing products and services that will further the goals and objectives of the association.
- Where appropriate, make policy recommendations to the board of directors.

# Effectively Chairing a Committee— A Demanding Role

## Challenges Facing Committee Chairs

- Decreasing volunteer time.
- Increasing expectations by members.
- Demand to use association resources more strategically.
- Increasing expectations of committee performance.

## Committee Leadership is More than Chairing a Meeting, It Involves

- Preparing for meetings—don't meet until you are prepared to use people's time effectively.
- How you conduct the meeting—administratively and substantively.
- Effective facilitation of all discussions—*assuring inclusiveness and full participation*.
- Keeping the committee productive between meetings.
- Motivating people to participate and creating buy-in at meetings and throughout the year.

## Effective Committee Chairs Must

- Motivate people to participate.
- Chair meetings effectively.
- Assure committee performance.

## Reduced Volunteer Time: The New Reality

When asking members to volunteer, associations and committee chairs must:

- Value their time—reduce your demands on their time; assure *strategic* use of their time.
- Value and recognize their contribution—what's the unique value they add?
- Understand and respond to their need for positive reinforcement for their participation.

# Qualities of the Effective Committee Chair

## COMMUNICATION SKILLS

- Demonstrates ability to communicate with committee members, staff, and other groups.
- Demonstrates willingness to listen (communication is *not* necessarily talking).

## PARTICIPATION

- Demonstrates active participation and interest in the association.
- Commands prestige and respect from within the industry or profession.
- Has knowledge of the subject in which the committee is involved.
- Thinks in terms of association goals.

## LEADERSHIP

- Commands attention and inspires others.
- Demonstrates ability to create a positive work atmosphere.
- Controls without dominating.
- Understands how the committee fits in to the larger work of the association.

## ADMINISTRATIVE SKILLS

- Demonstrates willingness to take the initiative.
- Demonstrates ability and willingness to carry out responsibilities and complete work in a timely manner.
- Supports orderly procedures for conducting work.
- Embraces the importance of engaging most/all committee members in the committee's work.
- Understands the "partnership" role of the staff.

## Responsibilities of the Chair

- Attend and actively chair all meetings.
- Accept and support the committee's charge.
- Plan committee meetings and agendas with staff.
- Exercise leadership within and outside the committee.
- Maintain records and relevant information on committee work. Be sufficiently informed to interact knowledgeably with other committee members, staff, and others outside the committee.
- Move members toward active participation, decision making, and achieving consensus.
- Continually evaluate committee efforts and communicate accomplishments to the committee, association leadership, and the membership.

## Making Early Contact With Committee Members

- Within two weeks of appointments, send a welcome/orientation letter, cosigned by the committee staff liaison or at least identifying this staff contact.
- Provide the committee with its charges and goals, always in the context of the association's strategic plan. Show how the committee's work fits into the big picture.
- Provide the date and location of the first meeting and best estimate of how frequently the committee will meet in face-to-face meetings and/or conference calls throughout the year.
- Review recent accomplishments of the committee so that the work to be done can be put into context.
- Provide a "Committee Member Position Description" (see page 38) which includes a list of committee member responsibilities.
- Include an RSVP sheet for committee participation and for attendance at the committee meeting if the date is set. Some chairs may wish to solicit agenda items. If this is done, remember that the first requirement of a committee is to fulfill the charge provided to it by the association.



## Developing and Structuring the Meeting Agenda

- Never hold a meeting without an agenda sent out in advance. You can't expect responsible participation when people do not have time to prepare.
- Work closely with the staff liaison in developing the agenda for the meeting.
- Provide an agenda sheet that lists all the agenda items to be taken up, but also the following basic information: the start and ending times for the meeting; the meeting room number; and a list of committee members (those expected to attend and those expected to be absent).
- Sequence agenda items thoughtfully. Committee meetings are like any team sport. The group needs to “warm up” together before tackling the tougher work. Therefore, start the meeting with agenda topics that will unify the committee; this sets the stage for working together. Early in the meeting, when people are fresh, is a good time to discuss topics that require mental energy, creativity, and clear thinking. Do not put difficult topics back-to-back—people need a break. Also, do not put difficult or controversial items at the end of a meeting, when people are tired and less likely to tolerate difficult discussions. Make the first few topics after lunch quick-action items to create positive momentum at a time when people are often lethargic from eating. Build in breaks at logical places in the agenda, at least every two hours. End the meeting with topics that will unify the committee; people like to leave meetings feeling that they are part of a productive team. This also helps to create “buy-in” to the actions taken by the committee.
- Do not over-schedule the meeting. Provide sufficient but not too much time for each topic. Timed agendas are effective tools for managing a meeting. With a timed agenda, the estimated hour of the clock is noted preceding each agenda item (e.g. 1:45 p.m. immediately preceding agenda item #1; 2 p.m. immediately preceding agenda item #2.) Show the times for breaks and lunch. Placing these “markers” on the agenda sheet lets members know the general pace of discussion the chair anticipates for the meeting. It is surprising how effective a tool this is for helping to keep discussions focused, and for others on the committee helping the chair stay on schedule.

- Provide at least minimal written background information for each agenda item.
- Identify the person who is presenting each agenda item.

## Being an Effective Facilitator of Discussions

- Be a facilitator of meetings; don't "hold court." The committee belongs to the association, not to the chair.
- Guide, mediate, probe, draw people in and stimulate discussions. Committees are not formed to simply validate the thinking of the chair or staff, so it is the responsibility of the chair to encourage broad participation to bring new ideas, thoughts and solutions into the discussion.
- Encourage a clash of ideas, but not of personalities. Good decisions result when a committee examines all sides of an issue. Don't let members personalize the debate and don't let one or two members dominate the discussion. Emotional discussion of an idea is good, but an emotional reaction to a person is bad. When emotions are too high, return the floor to a neutral person, seek a purely factual answer, or take a break.
- Prevent one-sided discussions. As chair you are responsible for making sure that discussions are balanced, no matter what your personal beliefs.
- Deal with people who are being difficult. Don't let a person who is blocking constructive discussion ruin the committee meeting for everyone else. If necessary, call for a break and talk privately with the person causing difficulty, calling attention to how this is counterproductive to constructive discussion. Perhaps suggest an alternate way in which the person can make his/her point.
- Keep discussions on track; periodically summarize and refocus the discussion, reminding people of the goal of the discussion.
- Monitor participation, control talkative members and draw silent members into the discussion. There is no point in people attending a meeting and yet not participating in discussions. If members don't participate, why attend?
- Use well-placed questions, seek points of information and clarification, and periodically summarize to keep the discussion focused.

- Be sensitive to the feelings of members. Look for visual and verbal cues to determine if a member is not happy with the discussion, and then deal with his or her discomfort during a break if possible.
- Keep the group focused on the central question and moving toward a decision. Call on the least senior members first to express their views; discussions tend to “close down” after senior members express strong views.
- Meetings should not just validate the thinking of the chair, staff, or one or two dominant people.
- Seek consensus—a decision that all members will support even though they may not agree with every little detail. Committees do not need unanimous agreement. Sometimes a good idea is badly compromised by trying to get every last person to completely agree.
- Close the meeting by
  - Noting achievements and focusing on positive outcomes of the meeting.
  - Confirming assignments and due dates.
  - Confirming understanding of next steps on major issues.
  - Reinforcing the importance of wide participation in committee deliberations.
  - Saying “thanks.”

## **Tips for Presiding Over a Meeting**

- Open the meeting on time. To do otherwise is disrespectful of those who came on time.
- Do a brief overview of the business to be conducted.
- Recognize members who are entitled to talk; discourage interruptions.
- If members are participating via phone connection in face-to-face meetings, regularly invite them into discussions and confirm with them regarding their opinions or votes on all issues.
- Restate the issue to be voted on and explain the consequences of the vote prior to calling for the vote.
- Put all issues to a fair vote. Don’t make assumptions about how committee members feel or simply pass over a decision by saying something like “I think we all agree.”

- Announce the results of actions taken and explain the follow-through to be taken and by whom.
- Help expedite business. Don't let discussions drift, get repetitive, or go on too long.
- Stay with the agenda. Seek the full committee's agreement to change the agenda once it has been announced.
- Close the meeting on time. Seek the committee's agreement regarding extending the time if necessary.

## Parliamentary Procedure

- Committees are not required to operate using parliamentary procedure, with rare exceptions, such as when governing documents impose such a requirement. However, the objectives and principles of parliamentary procedure should be employed in all meetings.
- The objectives of parliamentary procedure include expediting business, maintaining order, ensuring justice and equity for all, and accomplishing the objectives for which the group is organized.
- The principles of parliamentary procedure include courtesy and justice to all, rule of the majority while respecting the rights of the minority, partiality to none, protection of the absentee, and taking one item of business at a time.





# THE EFFECTIVE **STAFF LIAISON**

The following checklists are quick references to help the staff liaison work with his/her committee.

## STAFF LIAISON POSITION DESCRIPTION

### BASIC FUNCTION

Serve as an informed resource person to the chair and members of the committee. Assist the chair in facilitating committee discussions and activities that address the committee's charge. Work with the chair to ensure that all committee work is consistent with the association's goals and objectives.

### RESPONSIBILITIES

- Provide thorough orientation for each new committee chair, and assist the chair in providing orientation for new and continuing committee members each year.
- Work with the chair to develop a plan of work that will allow the committee to effectively and efficiently discharge its responsibilities for the year.
- Work with the chair to develop agendas and conduct effective meetings.
- Provide administrative support for planning and execution of all committee meetings.
- Draft reports of committee meetings for review and approval by the committee chair.
- Work with the chair, other committee members, and association staff to ensure that the work of the committee is carried forth between meetings.
- Facilitate communication of committee activities, including requests for action and/or proposed policies, to the chief staff executive and board of directors.
- Report to the committee chair and committee as a whole on decisions of the board of directors, executive committee, or other association committees which impact the committee's activities.
- Where appropriate, assist the committee in proposing products and services that will further the goals and objectives of the association.

## The Role of the Staff Liaison

- Be a valuable resource to the committee, not simply a recording secretary. Note that too large a staff role reduces the value of the committee and reduces the motivation of volunteers. Too small a staff role often results in the committee's drifting aimlessly and operating ineffectively.
- Be thoroughly familiar with all aspects of the committee's work, including the scope of work, subjects under discussion, and association policies related to the committee's work.
- Answer questions, offer suggestions, and raise questions, but always do so by working through the chair.
- Provide administrative support to facilitate the work of the chair and committee members.

## Responsibilities of the Staff Liaison to the Committee Chair

- Make early contact with the committee chair, if only with a phone call, within a week or two of his/her appointment.
- Provide a formal orientation program (see next section) soon after his/her appointment.
- Ensure that the chair executes his/her administrative duties.
- Maintain regular contact with the chair throughout the year, not only just before meetings.
- Provide administrative support to the committee throughout the year. The level of support should be agreed on by both the chair and staff liaison during the orientation of the chair.
- Help the chair prepare and distribute meeting agendas prior to the meeting.
- Help the chair prepare and distribute reports of committee meetings immediately following meetings.
- Provide on-site support for committee meetings.
- Help prepare committee reports to the board.



## Orientation Program for the Chair by the Staff Liaison

(See “Committee Chair/Staff Liaison Partnership Agreement” on page 34.) If orientation cannot be done face-to-face, arrange for an hour phone call to allow plenty of time to cover all topics and reach a mutual understanding of roles and responsibilities. This early understanding is critical to working well together to expedite the work of the committee throughout the year. A typical orientation program includes the following elements:

- Create mutual understanding of the committee’s work. Review the committee’s charge and goals for the year and link them to the association’s strategic plan. Review all ongoing committee projects and programs and the continuing assignments of individual committee members. Develop, working together with the chair, a program of work for the year (see “Committee Focus for the Year” on page 36).
- Identify the level of staff assistance available and make certain there is agreement on this up front.
- Clarify governance issues. Review and clarify the bounds of the committee’s activity and authority. Review the association’s bylaws and relevant association policies, practices, and procedures that affect the committee. Note where the work of other committees may overlap with or affect the committee.
- Clarify the chair’s role and duties, and emphasize the importance of this position (see previous section, “The Effective Committee Chair”).
- Clarify the role of staff liaison in relation to the chair.
- Determine the process to be used during the year for handling the committee’s work. For example, agree on who will initiate the agenda preparation process and how soon agendas are to be sent out; who will initiate the preparation of minutes or meeting reports and how soon after meetings they are to be distributed; and how background materials will be put together.
- Provide the following background information in writing: a committee roster; minutes of previous committee meetings; a brief recap of recent committee activities and accomplishments; and a list of the board of directors, key staff, and other people with whom the chair is likely to interact.



FOR THE  
**COMMITTEE CHAIR  
AND STAFF LIAISON**

The following checklists help the committee chair and staff liaison work together to improve the effectiveness of their committee.



## Types of Committee Meetings and Communications

Committees are under increasing pressure to be productive on an ongoing basis, producing programs, products, services and recommendations throughout the year. Whereas in the past most committee business was accomplished in the occasional on-site meeting often coinciding with other association events, today's world of rapid change requires greater productivity on a more time sensitive basis. Today's committees use a combination of face-to-face meetings, conference call meetings, and emails to be productive throughout the year. This works well as long as the committee chair and staff liaison recognize that each of these formats has certain advantages and certain drawbacks.

- **Face-to-face meetings** are the most costly in terms of financial and human resources. They should be reserved for when it is important for the committee to tackle challenging or politically sensitive issues, where the group dynamic of being together with good eye contact is present, where the group can dig into a problem and then take breaks, and where private discussions can take place during breaks. This setting is also ideal for brainstorming ideas and dealing with subjects where spontaneity and creative thinking is needed. Face-to-face meetings should *not* be used to present routine reports or do other activities that can be done just as well “off line.”
- **Conference call meetings** are an excellent means of conducting routine committee business and holding discussions or making decisions that do not demand the dynamics of face-to-face meetings. Conference call meetings often fail when the committee tries to tackle too much business on one call, or where highly complex or politically sensitive issues are undertaken. Sometimes this is necessary, but these types of discussions are always best handled in face-to-face meetings, and should only be undertaken in conference calls when absolutely necessary.
- **Emails** are an effective means of doing absolutely routine work, presenting background information, and keeping everyone informed. They can be used very effectively to “tee up discussions” for subsequent deliberation in conference calls or face-to-face meetings. Emails can often be used for taking quick votes on noncontroversial items, but they should not be used as “discussion forums.” They can be used to generate ideas, but when attempts are made through emails to resolve

complex issues, people often have a sense that they are being asked to rubber stamp someone else's idea. Also, decisions made through this process usually do not enjoy the same kind of continuing support that is true when decisions are reached through group discussion in conference calls or face-to-face meetings.

## Face-to-Face Meetings

### Room Setup and Seating

- Room setup and seating is critical to successful discussions.
- Set in a hollow square—not a long table with short ends and long sides.
- Seat 1/3 of participants per side of the hollow square.
- Seat only the chair and staff liaison at the remaining side of the hollow square.
- Eye contact between chair and all committee members is critical.
- Make certain there are tent cards with names and last minute handouts at each place.
- Make certain beverages are available and food, if appropriate. Confirm serving times with hotel staff.
- Creature comforts are very important—good lighting, room temperature, and lack of noise.

### Before the Meeting Begins

- The committee chair and staff liaison should arrive early to check the room setup and reset the room if necessary. Also, place any last minute meeting materials at each place setting rather than incurring the disruption of handing out materials during discussions.
- Go over all agenda items one final time before the meeting begins so that you minimize surprises during the meeting.
- The staff liaison should sit next to the committee chair so that it is easy for him/her to discretely communicate with the chair as the meeting proceeds. The staff liaison should monitor participation by committee members and keep track of time to ensure that the meeting stays on schedule, that breaks are taken, that all members participate in the discussion, and that the meeting adjourns on time. Short hand notes

for the chair to view during discussions are invaluable tools that assist the chair in conducting the meeting effectively.

- Immediately after adjournment, the chair and staff liaison should meet briefly (preferably before leaving the meeting room) to agree on what follow-up actions are required, timelines, and who is responsible for each action (the chair, staff liaison, or another committee member).

## Conducting Conference Call Meetings

Conference calls are now routinely used for meetings, yet few people think about the special challenges they present. Unlike face-to-face meetings, the chair does not have eye contact with all committee members, and committee members do not have eye contact among themselves. People cannot see the body language of others, which is a huge disadvantage both to the chair and to all committee members. Conference calls do not provide time during meeting breaks when some issues are talked through in private. Finally, conference calls do not provide the stimulus of personal contact that keep people alert during face-to-face meetings. Video conferencing or use of other computer-based video calls such as SKYPE attempt to bring into such calls the positive features of face-to-face meetings, such as eye contact and body language. As a practical matter, this occurs, and only with modest success, when using sophisticated videoconferencing equipment that is generally not available to most associations. As a practical matter, for at least the next several years, most association conference calls are likely to be telephone based and thus have the limitations noted above.

With all these thoughts in mind, the following guidelines will help to keep conference call meetings administratively and substantively productive.

- Use a toll free “call in” phone number; ask all members to call in two to three minutes before the meeting is scheduled to begin.
- Ask participants to press the “mute” button except when they want to speak. This is especially important if people are using speakerphones. Background noise can ruin a call, so deal with it.
- Keep the agenda very limited. Long calls with many agenda items are simply not productive. You may get through the agenda, but

participants will feel little “buy-in” to decisions made, and feel more like they have been asked to agree to pre-determined decisions.

- Put out a detailed agenda in advance of the call. Because of the limitations of conference calls noted above, the agenda must provide much more detail to focus the discussion, even to the point of providing alternative possible decisions or courses of action. Without this focus, discussions tend to drift and one or two people tend to dominate discussion of each item.
- Include a roster of call participants as well as those not expected on the call. Because you do not have the visual cue of noting someone’s absence, making note of committee members not on the call presents the opportunity for the chair or others to attempt to make sure the absent person’s viewpoint, if it is known, is discussed. The chair has a special responsibility here.
- Limit the call to no more than one hour, or two at most. It is well documented that people’s attention span drops dramatically after about 30 minutes on a phone call. You will have much more productive discussions if you schedule several one hour calls with limited agendas, than you will scheduling one long call.
- Start all calls on time by taking roll. Note who is not on the call and log them in as they join the call. Do not go back and restate the business conducted for late arrivals. This is disrespectful of those who were on time and wastes valuable time that should be spent in discussions.
- Advise people at the beginning of the call regarding how you plan to keep the discussion orderly.
  - Ask people to simply say their name if they wish to speak. This way the chair can keep a log of who is next up for the discussion.
  - Minimize “break-ins.” If someone wishes to respond to a speaker, ask them to simply say their name and you will queue them up to speak in proper order.
  - Ask participants to keep their comments brief. It is very hard for people to track complex discussions on phone calls, so it is better to have people speak briefly in a focused manner, and then bring them back into the discussion after others have spoken if they have more to say.

- Use many of the same facilitation techniques discussed under “Being an Effective Facilitator of Discussions” (see page 17). It is particularly important during conference calls to not let one or two people dominate discussions. The chair must work especially hard at bringing all participants into the discussion, and to not let a long-winded speaker kill the discussion. This is the chair’s responsibility and others on the call will appreciate the chair fulfilling those duties. Tell the speaker to wrap up in the next 15 seconds and you will come back to him/her later, which you may or may not do.
- Ask for a roll call vote on all decisions made. Silence does not necessarily convey agreement, and without positive voting many decisions on calls do not enjoy full support after the call has ended.
- Make certain that everyone understands the “next steps” to be taken after each decision.
- End the call on time. This is critical in keeping committee members feeling positive about conference call meetings. You are much better off terminating a call on time and scheduling another call to complete the remaining business than you are keeping the call going too long.
- Send a written report of the meeting and actions taken to the committee members *immediately* after the call. The dynamics of conference calls are such that people begin to remember differently both the discussions and decisions made on calls, more so than with face-to-face meetings.

## Documenting the Results of Meetings— The Written Report

- Include the date, time, and place of the meeting. Note the chair’s name, members present, and other key people in attendance.
- Note all formal motions and passage or defeat.
- Note all decisions reached, including motions passed and follow-up actions to be taken, with deadlines for implementation.
- Include only a very brief summary of discussions. Do not attribute comments to members, except possibly where formal motions are introduced (attribution for motions is not required). Meeting reports are not intended to document the discussion process, only the actions taken.



- Provide information on the time and place of the next meeting.
- Under some circumstances, especially where there are antitrust concerns, legal review of the meeting report may be required before distribution to committee members.
- Distribute the report to all committee members, including those who did not attend, immediately after the meeting, but certainly no later than two to three weeks after the meeting.
- In most instances, meeting reports do not require formal approval by the committee. The exception is formal meetings of an association's governing or management committees. A good approach for most committees is to send the meeting report out immediately after the meeting with instructions to contact the chair or staff liaison within a week if errors are noted. If necessary, a revised meeting report can then be distributed, noting that it is the Final Meeting Report. Do not waste time at subsequent meetings discussing, modifying, and approving minutes.

## **Follow-up After Meetings and Follow-through Between Meetings**

- Create a tracking sheet that documents work to be done, by whom, and by what date. Periodically update it and send out between meetings.
- The chair should not take on tasks. Instead, he or she should delegate to others on the committee, and then spend time coordinating and tracking progress.
- Chair and staff liaison must agree as to who will make follow up contact to assure that interim committee work is being completed in a timely manner.

# SAMPLE COMMITTEE REPORT FORM

I. Date

II. Committee

III. Committee Charge

IV. Committee Chair

V. Committee Members

Board members

Non-Board members

VI. Key Committee Activities—accomplishments and status of work in progress

*(Please provide in bullet point format)*

VII. Board Action (check as appropriate)

No board action required

Board input is requested *(please explain)*

Board action is requested *(please explain)*

Committee recommendations to the board

# COMMITTEE CHAIR/STAFF LIAISON PARTNERSHIP AGREEMENT

*To be discussed, completed, and signed during the orientation program  
for the committee chair.*

A strong partnership between volunteer leaders and staff liaisons is essential to assuring effective leadership, management, and productivity of committees. True partnerships are the result of mutual agreement as to roles, responsibilities, expectations, and commitments. To facilitate this, committee chairs and staff liaisons should start the year with agreement as to who will do what in managing and leading the committee throughout the year. This form is intended to assist in this process.

**Committee** \_\_\_\_\_

Committee chair \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

Staff liaison \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

Board liaison \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

## **Agreements** *(check or complete blanks where appropriate)*

1. \_\_\_ We have discussed and agree on the outcomes expected of this committee.
2. \_\_\_ We have discussed and agree on the manner in which the committee will conduct its work over the next year.
3. We agree to let no more than \_\_\_\_\_ hours pass without returning a phone call or email message from either of us.
4. \_\_\_\_\_ is responsible for developing the first draft of meeting agendas \_\_\_\_\_ days prior to each meeting.

5. Committee agendas will be sent to committee members no less than \_\_\_\_\_ days prior to face-to-face committee meetings or \_\_\_\_\_ days before conference calls.
6. \_\_\_\_\_ is responsible for taking notes during meetings, and \_\_\_\_\_ is responsible for drafting reports (minutes) of committee meetings and conference calls. Meeting reports will be approved by the chair within \_\_\_\_\_ days of receiving the draft report, and meeting reports will be distributed to all committee members no more than \_\_\_\_\_ days after the meeting/conference call.
7. \_\_\_\_\_ is responsible for drafting the committee report to the board, and the chair agrees to approve the draft report within \_\_\_\_\_ days of receipt if drafted by staff.
8. \_\_\_\_\_ is responsible for drafting all communications to the committee, and these will go out over the name of the (select one: chair, staff liaison, both).
9. Other agreements (*use reverse side*)

Chair's signature and date \_\_\_\_\_

Staff liaison's signature and date \_\_\_\_\_

***Each person should tape a copy of this agreement to the inside cover of his/her committee file folder.***

## COMMITTEE FOCUS FOR THE YEAR

Effective committees are those that focus on achieving a limited number of outcomes directly linked to and supportive of achieving the association's strategic plan. To assist in assuring that the Committee remains focused, it is imperative that the Committee Chair and Staff Liaison agree on the key outcomes which the Committee is pursuing through its work, and this form is intended to assist in this process.

**Committee** \_\_\_\_\_

Committee chair \_\_\_\_\_

Staff liaison \_\_\_\_\_

Board liaison \_\_\_\_\_

List all objectives in the strategic plan that this committee's work is tied to.

List key outcomes the committee's work should focus on achieving this year.

- 1.
- 2.
- 3.
- 4.

List other committees, if any, in the association that are working in areas closely aligned with the work of this committee, and thus require coordination of work:



THE EFFECTIVE  
**COMMITTEE MEMBER**

## COMMITTEE MEMBER POSITION DESCRIPTION

### BASIC FUNCTION

Actively participate in the work of the committee; provide thoughtful input to the deliberations of the committee; focus on the best interests of the association and the committee rather than on personal or constituent interests; and work toward fulfilling the committee's goals.

### RESPONSIBILITIES

- Review all relevant material before committee meetings. Make contributions and voice objective opinions on issues.
- Attend committee meetings.
- Carry out individual assignments made by the committee chair.
- Work as part of the committee and staff team to ensure that the committee proposes policies and/or develops products and services that help association members who are responsible for programs within the scope of interest of the committee.
- Represent the committee in meetings of other association groups.
- Promote clarity within the committee on the committee's role and how it supports and fits within the association.

## **ABOUT THE AUTHOR**

John F. "Jack" Schlegel, PharmD, MSED, CAE, is president of Schlegel & Associates, a consulting and training firm that assists association boards, volunteer leaders, and staff in improving leadership and governance for the purpose of achieving high performance. During his 17 years as an association executive, Dr. Schlegel served as the chief executive officer of three major national associations, including the now American Pharmacists Association. Previously he served on the faculty of the University of Southern California School of Pharmacy. Since forming Schlegel & Associates in 1994, he has worked with more than 300 associations, plus a number of universities and other organizations.

Jack holds B.S. and doctorate degrees in pharmacy, a fellowship in medical education, and a masters degree in higher education. He has received two honorary doctorates of science, has been awarded distinguished alumnus awards by his two alma maters, and has been listed in Who's Who for over 20 years. Jack has written over 100 articles and delivered hundreds of presentations on a broad range of topics in association management, health care, and public policy. He has also served as a director and officer on more than 30 governing boards.

## **EDUCATIONAL WORKSHOPS**

Educational workshops on enhancing committee effectiveness are available for groups of staff and/or volunteer leaders. These are offered as two-hour, half-day, and full-day highly interactive training sessions. For more information please contact:

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