



AMERICAN STATISTICAL ASSOCIATION  
Promoting the Practice and Profession of Statistics®

# Leadership Support Council and Committee Councils Operating Procedures

2026 Update

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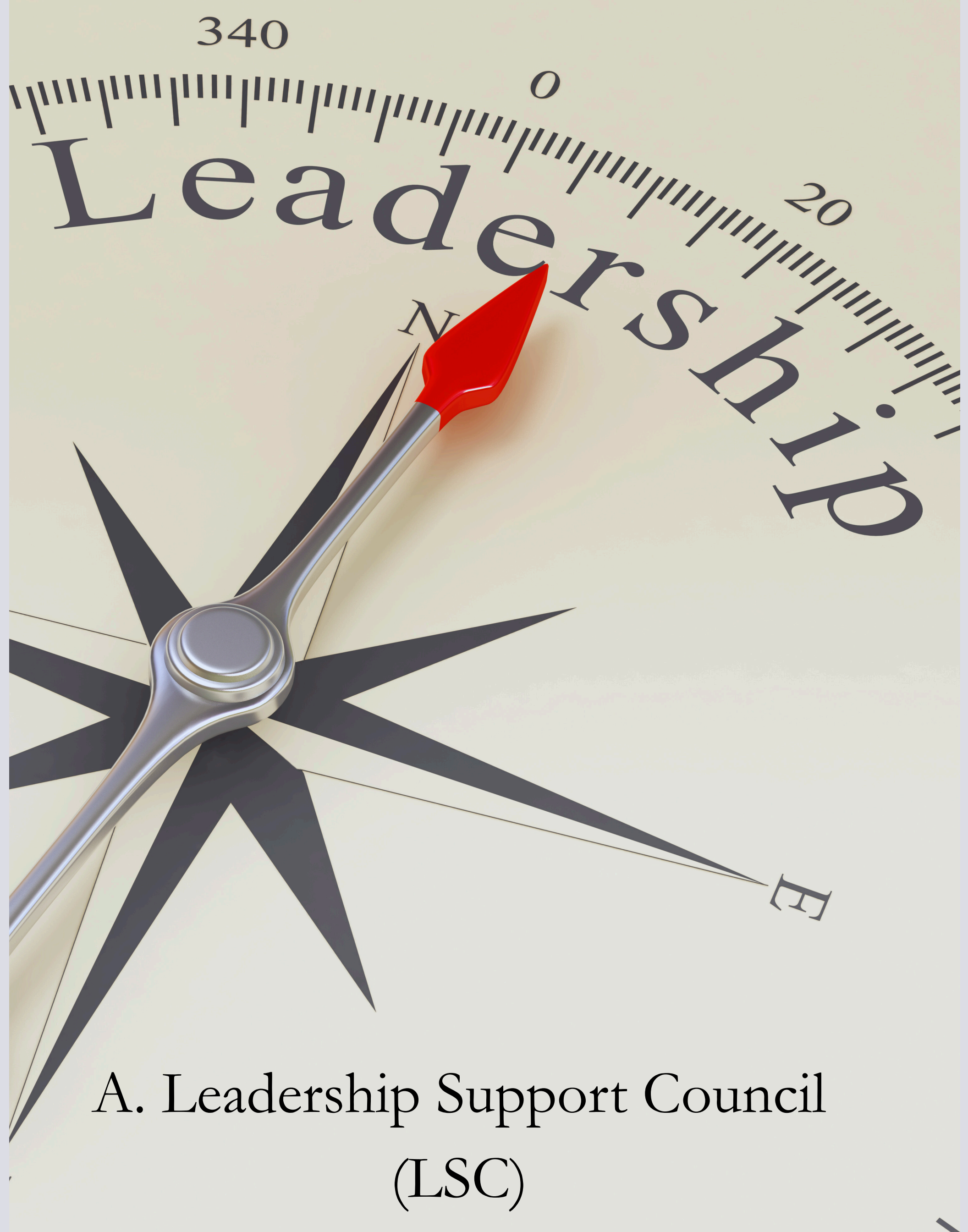
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Approved 4/19/2011; revised 8/30/12; 9/24/12; 4/25/13; 10/20/16; 9/12/22; 12/3/25



A. Leadership Support Council  
(LSC)

## 1. LSC Purpose

The Leadership Support Council (LSC) is responsible for advising the American Statistical Association (ASA) Board of Directors about the use of committees in strategic activities that span all ASA committees or that are not directly covered by one of the four committee councils. The LSC also provides a venue for council chairs and vice chairs to discuss issues that span the areas of two or more councils.

The Leadership Support Council has two primary tasks:

1. To assist the president-elect with identifying candidates for committees and making appointments to committees, while recognizing that the President-elect has the final say in making appointments. This includes helping the President-elect to make appointments that bring experience and diversity to committees, and completing the appointment process by August 1 for committee leadership and by November 1 for other committee positions. The LSC adds continuity to this process by working with the ASA office to create and maintain guidelines and to identify special needs. Details of the appointment process are in section D.7 of this manual.
2. To advise the president-elect concerning the effective use of committees in presidential initiatives designed to meet the goals of the Strategic Plan.

In addition to the two primary tasks described above, the LSC will be responsible for the following activities:

- Orientation of committee chairs (this will be organized largely by ASA staff with guidance from the appointed members of the LSC)
- Orientation for incoming Board members on the use of committees to accomplish strategic goals (this will be done through the Executive Director)
- In consultation with the committee councils, advising the Board on continuation, dissolution, or consolidation of committees reviewing committee charges
- Deciding which committees are exempt from the requirement that members of committees must also be members of the ASA
- Working with ASA staff to periodically review the committee website to continually improve functionality for committees and membership
- Advising the ASA Board on committee policy questions
- Advising the ASA Board on the creation of new committees and outreach groups



## 2. LSC Composition

The LSC consists of the following:

- Five members appointed (when necessary) by presidents-elect:
  - ➔ Four members who serve as vice chairs of the committee councils (see below). Each of these four members will also help the president-elect identify candidates and make appointments needed for committees in their designated areas. Assistance with appointments for committees in other areas will be assigned to these members to balance their workload. Vice chairs can be appointed/re-appointed to serve no more than two consecutive three-year terms.
  - ➔ One member who is responsible for coordinating Joint Statistical Meetings (JSM) sessions that are proposed and organized by committees. This member will represent committees on the JSM Program Committee. This member can be appointed/re-appointed to serve no more than two consecutive three-year terms.
- The president-elect, the past president, and the three vice presidents, who are ex-officio, voting members of the LSC.

The LSC is chaired by the president-elect.

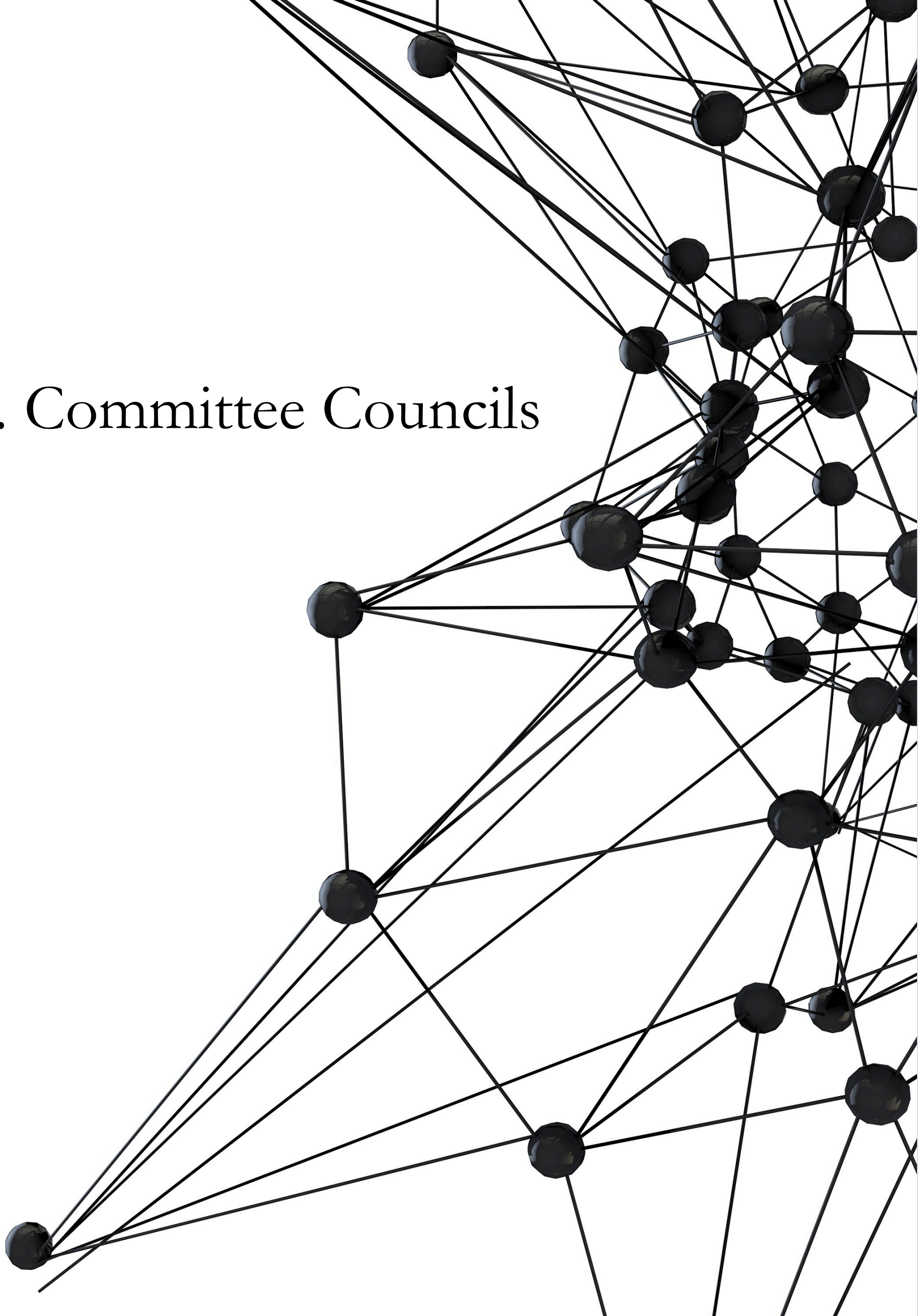
The president does not serve on the LSC because the advisory work of the LSC centers on the activities of the president-elect. However, the president-elect should update the president as needed after each meeting of the LSC. The president-elect should notify the president and executive director concerning any issues that require the attention of the ASA Executive Committee between meetings of the ASA Board of Directors.

## 3. LSC Schedule

The LSC will typically meet three times per year, generally by videoconference. One of those meetings may be an in-person meeting during JSM.



## B. Committee Councils



## 1. Council Purpose

The following four councils facilitate Board oversight for committees, direct ASA Board communication with committees, and support collaboration among related committees:

- Award Council, chaired by the past president
- Education Council, chaired by a vice president
- Membership Council, chaired by a vice president
- Professional Issues and Visibility Council, chaired by a vice president

Committee councils serve the following three functions:

- Provide ASA Board direction and guidance for committees through direct communication with a Board member (top-down communication).
- Recommend actions and initiatives to the ASA Board, especially activities that will accomplish goals of the Strategic Plan (bottom-up communication).
- Assist committees in working with each other on substantive issues of common interest and in learning from each other about ways to work more effectively within the ASA (peer-to-peer communication).

In addition to serving the three functions listed above, the responsibilities of councils are as follows:

- Prepare an annual report for the ASA Board on the health and activities of committees in the council area.
- Assist (council chair and vice chair) the president-elect in making committee appointments.
- Assist the vice president in advising the president-elect on ways that committees might support presidential initiatives. As alternatives to creating independent task forces, recommend committees or temporarily appointed subcommittees that could be assigned to an initiative.
- Assist the vice president in advising the ASA Board on use of committees to support new projects. When the board is launching a project, it should ask the vice presidents to approach relevant councils or the LSC for recommendations on the use of committees and subcommittees.
- Support the president-elect and the LSC in ensuring that the individuals with appropriate qualifications are appointed to committees.

## 2. Council Composition

Each committee council will consist of the following members:

- A chair (either a vice president or the past president) who convenes meetings and guides discussion of strategic issues.
- A vice chair, who is an appointed member of the LSC. The vice chair assists the chair, provides continuity and experience in the committee area, and coordinates feedback for the appointment process.
- Committee chairs, who provide expertise based on their experience serving on and heading committees.

## 3. Assignment of Committees to Councils

The committees are assigned to councils. The initial assignment is provided on the following pages. This assignment will be reviewed by the LSC and changed based on input from committee councils. Furthermore, councils are not closed groups; see “Flexibility of Councils” below.

## Awards Council Committees

- Best JSDSE Paper Award Committee
- Bob Riffenburgh Award Committee
- Committee on Award of Outstanding Statistical Application
- David R. Cox Foundations of Statistics Award
- Deming Lectureship Committee
- Dorothy Marie Lamb and Annette Lila Ryne Memorial Scholarship Committee
- Douglas Zahn Grant Committee
- Edward C. Bryant Scholarship Committee
- Excellence in Statistical Reporting Award
- Founders Award Committee
- Gertrude M. Cox Scholarship Award Subcommittee
- H.V. Roberts Advocate of the Year Award Committee
- Karl E. Peace Award for Outstanding Statistical Contributions for the Betterment of Society Committee
- Katherine K. Wallman Award for Transformative Impact on Federal, State, or Local Statistics Committee
- Lester R. Curtin Award Committee
- Lingzi Lu Award Committee
- Links Lecture Award Committee
- Mentoring Award Committee
- Monroe G. Sirken Award Committee
- Noether Awards Committee
- Norman Beery Memorial Scholarship Committee
- Samuel S. Wilks Memorial Medal Committee
- W. J. Dixon Award Committee
- W. J. Youden Award in Interlaboratory Testing
- Waller Education Awards Committee

## Education Council Committees

- ASA/AMATYC Joint Committee
- ASA/MAA Joint Committee on Undergraduate Statistics and Data Science Education
- ASA/NCTM Joint Committee on K-12 Education in Statistics and Probability
- Caucus of Academic Representatives Officers
- Isolated Statisticians
- Section on Statistics and Data Science Education
- Section on the Teaching of Statistics in the Health Sciences

## Membership Council Committees

- ASA LGBTQ+ Advocacy Committee
- Committee on Applied Statisticians
- Committee on Career Development
- Committee on International Relations in Statistics
- Committee on Membership Retention and Recruitment
- Committee on Minorities in Statistics
- Committee on Statistics and Disability
- Committee on Women in Statistics
- JSM Continuing Education Committee
- Statistical Partnerships Among Academe, Industry, and Government Committee

## Professional Issues and Visibility Committees

- Advisory Committee on Forensic Science
- ASA Advisory Committee on Climate Change Policy
- Committee on Data Science and Artificial Intelligence
- Committee on Energy Statistics
- Committee on Funded Research
- Committee on Law and Justice Statistics
- Committee on Privacy and Confidentiality
- Committee on Professional Ethics
- Committee of Representatives to AAAS
- Committee on Scientific Freedom and Human Rights
- External Nominations and Awards Committee
- Scientific and Public Affairs Advisory Committee
- Statistics Without Borders

### 3a. Focus Areas of Committee Councils

The **Awards Council** is responsible for the Association's portfolio of awards, making recommendations to the ASA Board on all matters relative to awards and awards policy, including consideration of new awards and the consolidation or elimination of awards.

The **Education Council** comprises, along with education committee chairs, representatives from the Section on Statistics and Data Science Education, the Section on Teaching of Statistics in the Health Sciences, The Caucus of Academic Representatives, the Isostat Outreach Group, and the ASA Education staff. This council provides guidance to the ASA Board regarding statistics and data science education issues, and provides structure and processes through which initiatives, policies, and directions in statistics and data science education can be identified and realized.

The **Membership Council** comprises committees that can support the Membership Growth area of the Strategic Plan in a broad sense: by identifying ways to meet the needs of underserved groups (such as applied statisticians and early career statisticians and data scientists); by considering ways to build and retain membership in traditional sectors of the ASA; and by serving the needs of historically underrepresented groups within the ASA.

The **Professional Issues and Visibility Council** comprises committees that build visibility and support for the statistics profession and promote the use of statistics in other fields. An important distinction between this Council and the Membership Council is that the latter deals with internally facing issues, whereas this Council deals with externally facing issues.



3b. Flexibility of Councils

Committee councils are intended to be flexible, recognizing that some strategic activities and some committee interests will span more than one council area.

The president-elect can draw on any combination of councils for assistance with a presidential initiative, and one of the functions of the LSC is to advise the president-elect on which committees can serve as resources. If additional resources are required, these can be provided by creating subcommittees to a council or a combination of councils.

Likewise, councils offer flexibility for committee chairs, and there are many ways in which chairs in one council can “access” other councils. For example, they can ask their council chair to communicate with the chair of another council or they can ask for time on a council agenda to discuss a matter that best fits with another council.

There will also be situations in which a subset of the committee chairs in a particular council needs to work together. The council chair can ask the vice chair or one of the committee chairs to convene these meetings. In summary, councils are not closed groups but rather structures that ensure communication.

Thus, councils have flexibility for addressing special issues and activities. The council chair has the option of convening a subset of the council to discuss an issue relevant to some of the committees. The chair also has the option of temporarily appointing a subcommittee for the council, which can include individuals who are not necessarily members of the council. Subcommittees can qualify for financial support, and creating a subcommittee does not require ASA Board approval.

Alignment of Committee Councils with Strategic Plan

Area of the Strategic Plan	Committee Council	Other Committees
Membership Growth	Membership, Awards	Fellows, Nominations, Survey Review, Archives, Accreditation, Data Science Certification
Public Awareness	Professional Issues and Visibility, Awards	
Visibility and Impact in Policy Making	Professional Issues and Visibility	
Meetings		JSM Program, JSM Policy
Publications and Information Needs		Publications, Management Committees
Education	Education, Awards	
Financial Status		Development, Investments, Budget, Audit
Organizational Efficiency	Leadership Support	

#### **4. Activities of Committee Councils**

This section explains how committee councils can carry out their responsibilities. The suggestions provided in this section are not meant to be highly prescriptive but rather to provide councils with helpful guidelines. Councils need to be flexible, and over time they should develop and document their own best practices.

##### **4a. Discussion Topics for Councils**

The following topics are suggested for ongoing discussion by councils, as appropriate for the area covered by the council:

- Consider whether committees are operating with sufficient knowledge of the ASA Board's direction, especially with respect to the ASA's strategic plan. Provide input and response to the board regarding strategic direction.
- Share process, successes, and problems (this is especially useful for awards committees).
- Orient new committee chairs.
- Review whether the ASA has an effective mix of committees in the council area. Recommend to the ASA Board whether any committees should be created, combined, or eliminated. See the discussion of charge reviews below in Section 4e.
- Resolve overlaps or duplication in committee goals and activities.
- Discuss whether committees are getting people with appropriate qualifications.

##### **4b. Documenting Committee Member Qualifications**

The council vice chair should document committee member qualifications (such as special needs, skills, diversity, and experience) for input to the LSC and for inclusion in a general document maintained by ASA staff on the time commitment and experience required for each committee. One paragraph per committee should suffice, and chairs should review this occasionally. This benefits the appointment process and is useful for council chairs and presidents-elect. Councils are the best place to bring this information together.

#### **4c. Committee Reports**

Once a year, each of the vice president will give a presentation to the ASA Board that describes the health of committee activities in the areas represented by their respective councils and provides recommendations or questions that need response from the board. (In some cases, the council vice chair might be invited to do the presentation.) This presentation should allow time for board discussion or follow-up as needed. Accompanying the presentation will be a report that considers the area as a whole and includes key accomplishments, concerns, and obstacles for committees.

The three presentations will be rotated. While flexibility can certainly be built into this rotation, the membership council report will be presented at the spring board and reports from the education council report and Professional Issues and Visibility Council will be given at the fall board meeting. This step has replaced the former practice of inviting one or two committee chairs to give presentations to the board, and so no additional time is required in board meetings. Note that this step does not apply to the awards council, although a similar update might be given by the past president, as needed.

In preparation for the council presentation, each committee chair will submit the online report that summarizes successes, concerns, and obstacles. The reports will be discussed at a council meeting to assist the chair in preparing the report and deciding what to highlight. If there is a major issue involving a particular committee, the chair of that committee can be invited to speak to the ASA Board as part of the presentation.

After the presentation, highlights of committee activities will be distilled by the council vice chair for inclusion in the committees section of the ASA online community, where they will be visible to the membership.

Non-council committees will report on the schedule shown in Section C of this manual.



#### **4d. Annual Cycle for Council Meetings**

The ASA Membership, Professional Issues and Visibility, and Education councils will meet face-to-face at JSM. This annual meeting is also the opportunity to provide orientation for new committee chairs, so chairs-elect should be invited.

To carry out their activities, these three councils should meet two to four times per year, including at the annual meeting at JSM.

During the year, other council meetings can be conducted as video conferences. A council meeting is anticipated just prior to the ASA Board of Directors meeting at which the council chair will give a presentation (see “Reporting” above), with follow-up after the board meeting to review board response and recommendations. In the summer or fall, the vice chair should lead a discussion of about whether committees are getting people with the right qualifications.

#### **4e. Preparation and Review of Continuing Committees**

Article IX, Section 6 of the ASA by-Laws reads (in pertinent part): *The life of a Continuing Committee may not exceed seven years without a review for its need by the Board of Directors. The LSC and Committee Councils have been delegated the responsibility to help ensure the well-being of committees and to inform the Board when changes to committees are needed, or when committees need to be discontinued.*

The following process is recommended:

1. An ASA staff member prepares a list of committees due for review at the beginning of each year and makes editorial recommendations to the committee charge or composition such as changes needed for consistency and correctness. Note: Any continuing committee can be reviewed at any time, but the process must ensure each committee is reviewed at least once every seven years.
2. The staff member sends the list to the council vice chair for management and the proposed editorial changes to the committee chair for discussion by the committee.
3. The committee chair reviews the charge and composition, including any editorial changes suggested by staff. The committee chair will inform the vice chair of problems or issues faced by the committee that should be addressed during this review.
4. The council reviews the committee charge, composition, and function from a strategic perspective. The council considers whether the charge fits with the strategic direction of the ASA and continues to serve an important strategic purpose and recommends action to the LSC.
5. The LSC reviews the recommendation, prepares the final wording of the charges, and sends a recommendation (continue or dissolve the committee) to the ASA Board. The charge is an information item for the board agenda. However, composition changes that are not simply editorial must be approved by the board.
6. When a review is necessary or requested for a continuing committee that is not a member of a committee council, the procedure will be the same as outlined in items 1-5 above, except that all responsibilities normally handled by the members of the committee council or LSC will be handled by the committee's liaison to the ASA Board of Directors.

5. Working with Individual Committees

The designated ASA Board member (vice president, past president, or other as indicated in the table ) will maintain direct contact with individual committees through their chairs. In the case of committees assigned to councils, the vice chair will assist in this responsibility. Thus, each committee has a hot line to the board through a designated board member.

The council chair and vice chair should be familiar with the work of their assigned committees. To ensure this familiarity, the appointment of the vice chair should overlap with the term of the chair.

If time permits, it would be highly desirable for the council chair or vice chair to participate in at least one of the annual meetings of each of their assigned committees. This should be done with the approval of the committee chair or when requested by the committee chair.

ASA Board Member	Council Committees	Reporting Scheudle
Past President	Awards Council	As needed
Vice President (government)	Education Council	Fall board meeting
Vice President (academe)	Membership Council	Spring board meeting
Vice President (industry)	Professional Issues & Visibility Council	Fall board meeting

6. Responsibilities of Vice Presidents

As chairs of councils and members of the LSC, vice presidents will participate in approximately eight meetings per year (four council meetings and four LSC meetings). The vice president will be assisted by a council vice chair.

Vice presidents are elected in a three-year rotation through the academic, government, and industry sectors. While chairing a committee council will be a general responsibility of vice presidents, experience in a specific council area will not be a consideration in nominating or electing individuals for the office of vice president. However, it is important that the responsibility of chairing a committee council (and the council assignment) be communicated to prospective candidates for this office.

The VP from the government sector will chair the education council, the VP from the academic sector will chair the membership council, and the VP from industry will chair the Professional Issues and Visibility Council.

The vice presidents are responsible for maintaining an archive of council reports to the ASA Board of Directors on the ASA Community website. From year to year when a change occurs in the vice chair of a council, the vice president should provide an orientation for the newly appointed vice chair, preferably in January.

## 7. Responsibilities of LSC Vice Chairs

From year to year, when a change occurs in the Vice President of a council, the vice chair should provide an orientation for the newly elected vice president, preferably in January.

The vice chair does the following:

- Assists the council chair as needed in preparing the agenda for meetings.
- Serves as acting chair in the absence of the chair.
- Assists the chair with committee appointments.

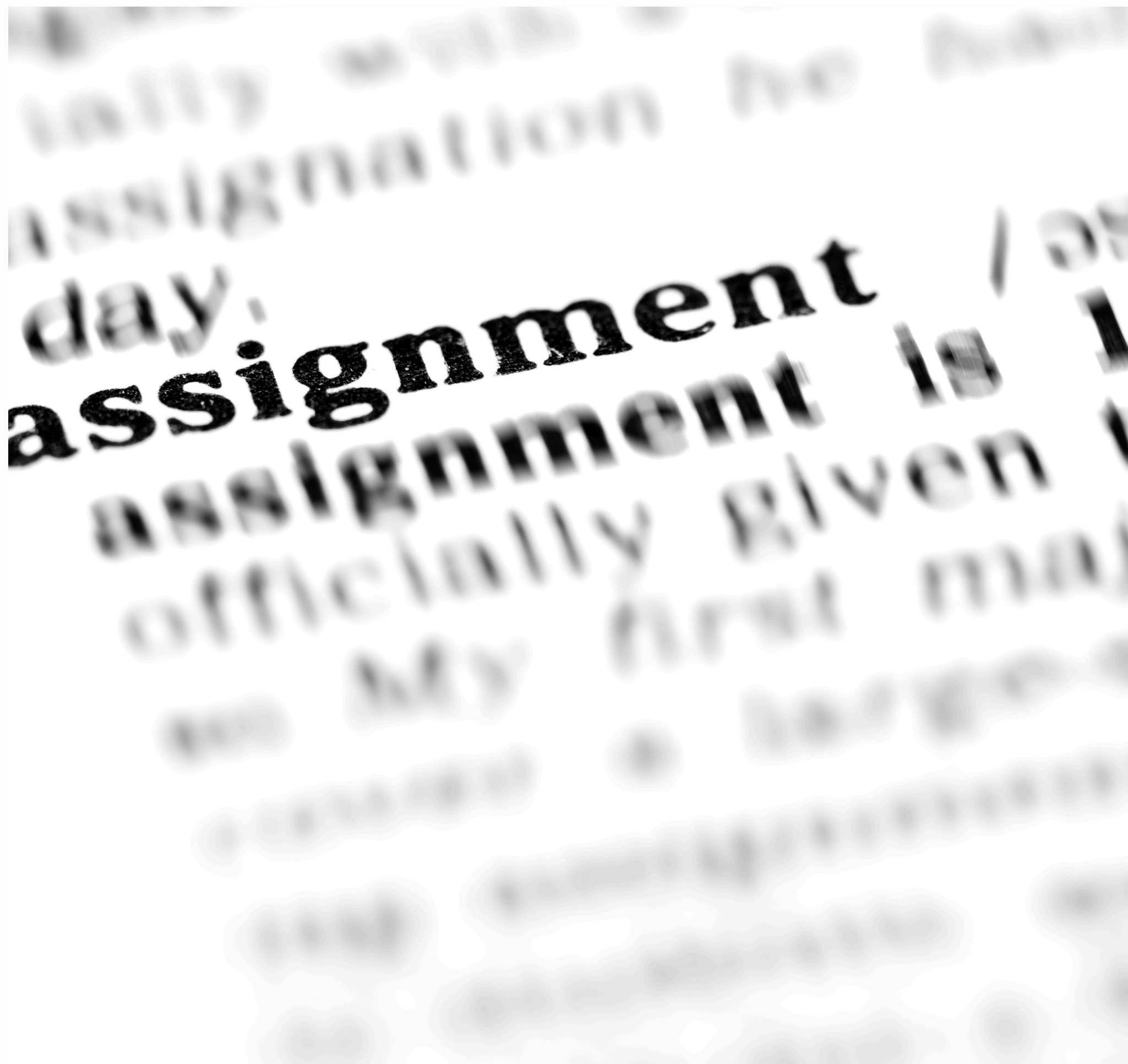
## 8. Responsibilities of the JSM Program Committee Representative

The LSC Program Committee representative is responsible for soliciting, coordinating, and scheduling invited, contributed, and topic-contributed sessions from members of ASA committees and interest groups in partnership with the chair of the JSM Program Committee and the ASA Meetings Department.

Specific duties include the following:

- Review the manual for the JSM Program Committee and track the timelines for JSM activities.
- Solicit ideas for invited session topics from ASA committee and interest group members by emailing the chair of the committee or interest group.
- Solicit submission of abstracts for, invited posters, introductory overview lectures, topic-contributed and contributed sessions, roundtables, and speaker luncheons. (Special note regarding committee roundtables at JSM: The ASA will waive the cost of the luncheon (but not general registration or other costs) for committee-sponsored luncheon speakers. Committees must specifically request this waiver.)
- Attend meetings of the JSM Program Committee.
- Rate invited sessions submitted by committees and interest groups and submit a vote to the JSM Program Chair on the ASA invited section competition sessions. Assign time slots for selected invited sessions.
- Review weekly reports issued by the ASA Meetings Department on submitted topic-contributed and contributed abstract reports and organize sessions according to the schedule shared by ASA meetings. Submit topic-contributed and contributed session information electronically to the ASA office via the online session builder. Assign time slots for topic-contributed and contributed sessions. Review the final program online when available.
- Finalize the contributed portion of the program, roundtables, and any changes to the invited program. Assign individuals to contributed sessions as chairs and discussants. Select sessions to be cosponsored.
- Report periodically to the LSC on matters pertaining to JSM submissions from committees.





## **C.Non-Council Committees**

**1. Assignments of Non-Council Committees to Board Members**

Some committees are not assigned to councils and are not listed in the preceding section. For example, the publications committee communicates directly with the ASA Board through the publications representative, whereas, by design, the fellows and nominations committees function independently of the board. These other committees have been assigned to various board members, so every ASA committee can receive oversight from a board member with whom the chair can communicate directly to address concerns and raise questions.

Although the primary responsibility for committee oversight falls to the past president and the vice presidents, the other ASA Board members listed in the table are responsible for ensuring that the work of the board gets done through its committees by helping to direct board issues, ideas, and initiatives to the appropriate committees, and by bringing committee responses, activities, and concerns to the board. Committees considering long-term, strategic ASA goals may recommend actions or initiatives to the board through their designated board members.

Board Oversight for Non-Council Committees		
Board Member	Committee	Reporting Schedule
Executive Director[1]	Archives, Constitution and Bylaws Review Task Force, Fellows, Nominations, Representatives to Outside Organizations, Survey Review, Accreditation, Data Science Certification	As needed
Publications Representative	Publications, Management Committees	As needed
Treasurer[2]	Development, Finance	At all board meetings
First Year Council of Sections Representative	JSM Policy	As needed
International Representative	International Relations in Statistics[3]	As needed
President-elect	Leadership Support Council	As needed
President (for year n)	JSM Program Committee (for year n)	As needed

[1] The executive director regularly assists awards committees and can be a resource for the awards council.

[2] The development committee is assigned to the treasurer with some involvement by the executive director.

[3] This committee is also assigned to the membership council.



## **2. Representatives to Outside Organizations**

The ASA's committee structure includes representatives to several other organizations. These representatives participate in "outside organization committees," which are not ASA committees in the usual sense (they are not intended to function as "arms of the board"). Furthermore, there is considerable variation in these outside organizations and the ASA's relationships with them. Nonetheless, these relationships are important to the ASA, and they need to be managed appropriately. Representatives should know they can give advice to and ask for help from the ASA Board through a designated representative.

The Board of Directors (per Article VI, Section III of the ASA bylaws) has the responsibility of appointing representatives to outside organizations. This responsibility has been delegated to the president-elect.

A close-up photograph of a blue jigsaw puzzle. The puzzle pieces are interlocked, and the lighting creates a strong sense of depth with highlights and shadows. In the lower right quadrant, one piece is missing, revealing a bright, glowing yellow and orange light source underneath. The text "D. Other Matters" is overlaid on this glowing area.

D. Other  
Matters



## **1. Creation of New Committees**

When the need for a new committee is perceived, the ASA Board may turn for guidance to the LSC, which in turn may decide to obtain input from one or more councils. The board may ask the LSC to draft the charge and composition of the new committee and recommend assignment of the committee to an appropriate council or ASA Board member; see Section B. The recommendations of the LSC will be returned to the board for action.

The LSC recommends board action including approval of the type (continuing, standing, ad hoc), charge, and composition of the new committee, but that the board leaves to the LSC the assignment of the committee within the council structure. That way, if reassignment is needed, board action is not required.

The LSC should advise the ASA Board on the option of creating outreach groups as alternatives to committees and assist in determining the appropriate reporting mechanism for the outreach groups.

## **2. Dissolving Committees**

The process for dissolving committees is as follows:

a. Council chairs will be expected to identify any committees assigned to their councils that are inactive or are not needed; this should be done through careful discussion with the chairs of these committees, who may initiate such discussion. In consultation with the vice chair, the chair will recommend dissolution or restructuring (as appropriate) to the LSC, which will in turn make a recommendation to the ASA Board.

b. This consideration should be ongoing and not wait for a seven-year cycle.

## **3. Removing a Non-Performing Committee Member**

A non-performing committee member is identified by the criteria that their inactivity is affecting the work of the committee. The process for removing a member of a committee is provided in Appendix A.

#### **4. Removal of Committee Members Who Allow Their ASA Membership to Lapse While Serving**

Except in a few special cases (see D-5 for these exceptions), individuals appointed to ASA committees by the ASA must be ASA members, both when appointed and while they are serving on a committee.

When a committee member allows their ASA membership to lapse while they are serving as a committee member, they will be removed from the committee unless they renew their ASA membership in a timely fashion.

The procedure for removing such a committee member is as follows:

- a. When a committee member allows their ASA membership to lapse for three months, an email will be sent to them by the ASA staff reminding them of the requirement that they must be a current ASA member to serve on their committee and that, if they do not renew their ASA membership before six months have passed, they will be removed from the committee.
- b. If the committee member does not renew their ASA membership after four months have passed, they will be sent a second warning email by the staff.
- c. After the committee member's ASA membership has expired for six months after receiving the first reminder to renew it, they will be removed from the committee membership list by the staff, and an email will be sent to the committee member informing them of this action. (Note: Before doing this, the staff will consult with the ASA Executive Director just to be certain there are no special circumstances in the case to cause the staff to delay the removal.) The message will be cc'ed to the committee chair, the ASA president and other interested parties (LSC council chair and vice chair, the committees staff liaison(s), etc.) so they will know of the vacancy on the committee and the need to fill it as soon as possible.
- d. There is one exception to (c). If, at the time the committee member's ASA membership has expired for six months, the individual's committee membership has six months or fewer months to run, the committee member will not be formally removed or replaced, as at that point, the effort involved to make a replacement would be more trouble than the benefit of appointing a new committee member would be worth for that short a period of time.

## **5. Exemption from ASA Membership Requirement**

The LSC decides which committees are exempt from the requirement that, starting in 2012, ASA-appointed members of the committees must also be members of the ASA. This decision has been delegated by the ASA Board to the LSC. The exempt committees are the following:

- Committee on Law and Justice Statistics
- Committee on Energy Statistics
- Data Science and AI Committee
- Advisory Committee on Climate Change Policy (one non-ASA member with knowledge of the physical science of climate change may be appointed)
- Deming Lectureship Committee (no more than three non-ASA members in total at any one time; no more than one of these may be from each of the three academe, government and industry areas.)
- Ad-hoc committees and working groups appointed by the ASA Board or members of the executive committee

## **6. Responsibilities of Committee Vice Chairs**

The LSC adopted a document (December 2011) that provides guidance for the appointment and responsibilities of vice chairs of ASA committees. This document is in Appendix B.

## **7. Assistance by LSC members in the appointment process**

Much of the responsibility for committee appointments is delegated by the president-elect to LSC members (and others). The following describes the process that is carried out to execute this responsibility.

### **ASA Committee Appointment Nominations Process**

Nomination Teams (NT): Past President, President-Elect (PE), V.P.s, Council Vice Chairs, Publications Representative to the Board, Executive Director and the Director of Science Policy. Specific teams are:

- Awards Council Team: Past President and Vice Chair
- Education Council Team: Assigned Vice President and Vice Chair
- Leadership Support Council Team: Assigned Vice President and Vice Chair
- Membership Council Team: Assigned Vice President and Vice Chair
- Professional Issues & Visibility Council Team: Assigned Vice President and Vice Chair
- Publications Team: Publications Representative to the Board
- Science Policy Team: Director of Science Policy

The president-elect and executive director cover the remaining committee appointments.

Schedule of Actions

Month	Process Steps
June	<p>1. Staff sends out an email containing documentation to all nomination team (NT) members. Email includes:</p> <ul style="list-style-type: none"><li>• A description of the process</li><li>• A list of assignments linking NT members to specific positions</li><li>• A list of active volunteers interested in serving, and</li><li>• A tracking spreadsheet that groups together each team's appointment positions. The sheet identifies the person currently in the position, whether they are eligible for reappointment and the term of the appointment. As appointments are completed, staff updates this sheet. It is stored on the LSC Community site.</li><li>• A list of the steps of the process and a proposed schedule for completing the steps</li></ul> <p>2. Council Vice Chair contacts the chairs of each committee and asks for recommendations for filling the positions. It is important to communicate that these are recommendations only and, while very helpful, are not automatically approved.</p>
July	<p>Chairs of Committees send their list of candidate nominees to appropriate Nomination Team.</p> <p>1. Vice Chairs of councils update ASA Staff periodically as chairs provide additional names.</p> <p>2. The President-Elect works with staff to get replies from all Council Vice Chairs to obtain recommendations from committee chairs (either their recommendations or an indication that they have none).</p> <p>3. An LSC meeting will be called by the chair to discuss the appointment process. At LSC meeting at JSM.</p>

Month	Process Steps
August-October	<p>1.Nomination Teams review the positions and the chairs recommendations, if any, and identify their ‘first choice’ for each position.</p> <p>2. Nomination Teams provide the ‘first choice’; names to both staff and the President Elect via email.</p> <p>3. Staff determines if there are any conflicting positions held by candidate, if they already have been nominated by another Nomination Team member and if they are ASA members.</p> <p>4.Staff reports this information back to the Nomination Team members. Staff also adds these names to a cumulative list of those nominated and appends demographic information when available.</p> <p>5.After receiving information from staff, the Nomination Teams contact the nominees (by email or phone) and ask if they are willing to serve.</p> <p>a.If yes, Nomination Team notifies staff</p> <p>b. If no, the Nomination Team identifies a second choice and repeats the process until a nominee is willing to serve.</p> <p>6.Staff sends an email to the nominee, copying the current chair of the committee, as a formal invitation to join the committee. The email will include the ASA Code of Conduct and the Ethical Guidelines for Statistical Practice. The nominee must agree to both of the Code of Conduct and Ethical Guidelines as well as accept their position. This email should be suitable for presentation to the appointee’s employer.</p> <p>7. Staff updates tracking spreadsheet indicating an appointment has been made.</p> <p>8. When appointments conclude, staff connects with each committee chair to inform them of new committee appointments.</p>
November	<p>Goal is to complete the nominations by November 1 so that new committee members and chairs can start their terms on January 1 in alignment with ASA officer terms.</p>

A table maintained by ASA staff tracks who is responsible for appointments to each committee. However, the president-elect has ultimate authority and responsibility for all appointments, even though they may have chosen to delegate some of this authority and responsibility to others. The president-elect can choose to make the appointments for any committee (that is, the president-elect can “un-delegate” any of these committees). Also, the president-elect can choose to make some of the appointments for a certain committee. For example, the president-elect can choose to make the chair appointment or simply appoint one of the members of the committee.

The president-elect will inform the ASA staff early in the process (before assignments are sent out) if they wish to exercise any of these prerogatives.

Vice chairs of each council will ask for recommendations from the respective committee chairs regarding who should be reappointed (if eligible) and who would make a good committee member. Vice chairs will collect and send these recommendations to the ASA staff (hereafter, the “appointer”).

If a chair wants to recommend reappointment of a member, they may ask if the member is willing to serve but must make it clear that the decision is solely that of the president-elect and/or those to whom appointing responsibility has been designated.

Committee chairs will receive a copy of the “Guidelines for making recommendations for committee appointments” in Appendix C.

Each spring, the appointers will receive lists of appointments to be made the following year. The process of making appointments begins on August 1. It is highly desirable for appointments to be completed by November 1 since that makes it feasible for new members to begin their terms on January 1 while also potentially joining end of the year committee meetings.

Resources available to the appointer include the following:

- The list of chair recommendations compiled by council vice chairs.
- A list of people who have volunteered to serve on certain committees provided by ASA staff.
- The network of individuals the appointer has made over the years.
- The network the vice chair of the council (where appropriate) has made over the years.
- The appointer’s knowledge of the committee’s responsibilities.
- Other appointers are willing to provide guidance to one another as well.
- ASA staff are available to support the appointment process.

With these resources in hand, follow the process of making the appointments as outlined in Appendix D. Please note the importance of ensuring that appointees and re-appointees are members of the ASA.



APPENDIX.

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## Appendix A: How to Remove A Non-Performing Committee Member

1. A non-performing committee member is identified by the criteria that their inactivity is **affecting the work of the committee**. (Since all committees have different levels of activity, the degree and length of inactivity that would prompt action will vary from committee to committee.)
2. The member's inactivity is made known to the committee's council chair, vice chair or ASA staff liaison. If made known to the staff liaison, the liaison needs to inform the council chair or vice chair.
3. Contact information for the member is obtained through ASA resources and staff.
4. The contact information is used by the committee chair to locate the member and talk to them and determine first if the inactivity is due simply to a communications issue (e.g., the member changed email, moved, etc. and was not receiving communications regarding the committee's work).
  - a. If YES, updated contact information is obtained. Allow a bit of time to see if individual reengages with the committee.
    - i. If yes, the matter is closed.
    - ii. If no, proceed to removal of committee member by council (II.B.)
  - b. If NO, member is asked if the inactivity is due to a practical issue (e.g., prolonged illness, move or start of new job, overwork, etc. such that the member simply no longer has the time to take part in the work of the committee).
    - I. If YES, check (diplomatically) to see if individual would like to resign from the committee.
      - a. If not, allow a bit of time to see if the individual reengages with the committee.
        - i. If yes, matter is closed.
        - ii. If no, proceed to removal of committee member by council (II.B.)
      - II. If NO, committee chair works with LSC to define expectations of committee member. LSC council chair or vice chair will contact committee member to attempt to re-engage them. Explain expectations and without pressure or judgment see if member has time and interest to fulfill committee expectations. Follow-up with chair in three to six months (depending on level of committee activity) to confirm if committee member is now actively participating?
        - a. If YES, and the committee member is now actively participating in the work of the committee, the matter is closed.
        - b. If NO, and the committee member is still not participating in the work of the committee, LSC makes recommendation to ASA Board Executive Committee (EC) to remove the member.
        - c. Assuming EC approval, the member is removed by the LSC and sent a formal letter explaining why this has been done.
        - d. Committee chair works with President and council vice chair to appoint a replacement.

## **Appendix B**

### **Guidelines for Vice Chairs of ASA Committees**

#### **Introduction**

ASA has a wide variety of committees that aid the organization in accomplishing its goals. No two committees are the same in their mission and how they achieve their goals. Therefore, the need for a vice chair will not be the same for all committees. The committees that do choose to have a vice chair will customize the assigned duties to suit their committee needs.

#### **How to appoint a Vice Chair**

This document is designed to aid council chairs and vice chairs as well as committee chairs in deciding whether to appoint a vice chair and to aid in deciding which duties to assign to a vice chair if one is selected. Generally, the term for the vice chair will be one year, but under some conditions may be less than a year. The vice chair serves at the discretion of the chair so the term of the vice chair cannot exceed the term of the chair. In the special case of committees that are joint with another organization, the committee should consider the chair and vice chair being from the different organizations.

When a vice chair is appointed, the chair should inform the chair and vice chair of the committee's council and the ASA staff liaison for the committee. When the chair is out-of-contact for an extended period, the chair should send a notification to the vice chair, the committee, the chair and vice chair of committee's council and the ASA staff liaison for the committee. While the chair is out-of-contact, messages for the chair will also be sent to the vice chair.

#### **Role of the Vice Chair**

The chair decides which duties to assign to the vice chair and is responsible for preparing a document about the vice chair responsibilities. Some duties are common across committees, but other duties are specific to the committee.

#### **Basic duties for all Vice-Chairs**

All vice chairs must be ready and available to assume the responsibilities of the chair when necessary. This could be as simple as a one-time event such as attending a council meeting, either at JSM or by video conference. Or, if the chair is unable to serve for a period of time, the vice chair needs to be ready and available to assume the role and responsibilities of the chair until a new chair is appointed.

The role of the vice chair does not carry any presumption of eventually becoming chair of the committee. The ASA president-elect appoints the chair of the committee, and this appointment is solely at their discretion.

A vice chair should become acquainted with the committee's goals and its activities. Often, the person chosen as vice chair is a committee member who has been on the committee at least one year to assure that the vice chair has enough familiarity with the functioning of the committee to be able to step in when needed.

A vice chair aids the chair in ensuring a smooth transition with new members and a new chair.

## Committee-specific duties for Vice Chairs

Committee-specific duties might be ongoing or special assignment.

Examples of duties that a vice-chair could be asked to assume include the following:

- Record minutes of the committee meetings.
- Coordinate organizing JSM invited sessions proposals.
- Manage the contents of the committee website.
- Help the chair prepare the committee's annual report.
- Keep the committee history up to date.
- Manage the committee library in the ASA Community website.
- Assist the chair in making recommendations for committee appointments, which are sent to the incoming ASA president-elect.

## Appendix C – Guidelines to committee chairs for making recommendations for committee appointments

The job of making appointments to all ASA committees is a daunting task. Official appointment offers are extended by the ASA on behalf of the ASA president-elect. Committee chairs can greatly assist with this task by providing informative recommendations to the council chair and vice chair when requested. Recommendations should provide information to justify how the proposed individual will be an asset to the committee and help the committee to carry out its charge. This requires some thoughtful reflection of what types of individuals would best serve the needs of the committees.

### New Appointments

Although each committee is unique, below are some examples of the types of considerations for appointees that could benefit a committee:

- Balanced representation across sectors (academia, government, industry)
- Balanced representation by education level (masters vs PhD)
- Balanced representation by career phase (student, early career, mid-career, late career, retired)
- Balanced representation by other demographic factors (race, gender, age, etc.)
- Balanced representation by area of statistical application
- Specialized experience relevant to the purpose of the committee
- Individuals who have demonstrated an interest in the work of the committee
- Individuals who fill gaps/needs identified by the committee
- Individuals who would bring enthusiasm, fresh ideas, or energy to the committee

Recommendations for committee appointments should include three components: 1) documentation of the needs of the committee regarding such considerations, 2) insight on how the proposed individual will satisfy this need, and 3) indicate how these appointment recommendations fulfill ASA's commitment to diversity and inclusion.

Below are some good examples of recommendations for new committee appointments that provide information to address both components.

Example 1: One recommendation for a new member is [Person B]. They are currently a student, anticipating graduation with PhD in May of this year. I've observed them to be a person of initiative. They support the work of the committee and will allow the committee to have representation from someone closer to the student experience to ensure our approaches remain relevant. I think they will bring positive energy to the committee and be willing to roll up their sleeves and WORK.

Example 2: In making recommendation for the appointments/replacements to the award committee, I have taken into consideration (i) geographical balance, (ii) ethnicity and gender balance, (iii) younger versus older people representation, and (iv) areas of expertise which fit with the general area of research and teaching that comes under the focus for both of the awards. These are my recommended names in order of preference:

[Person A] has a broad interest in missing data methods, has organized several conferences in this area, and is a very active member of the ASA Section on ABC; they have worked as the program chair for that section, selection of best paper for section award and could be very helpful for the award decision.

[Person B] is well known for their contributions to semi-parametric models, has served as chair of the ASA CDE section as well as selection of best presentation.

[Person C] has a strong background in the area of nonparametric Bayesian methods. Many young researchers are active in this area, so their inclusion could be very helpful in making decisions for the junior researcher award.

Example 3: For the one vacant new appointment, I would recommend the appointment of [Person C]. They have been an ASA member since 1985 and in recent years have been very active in the area of data privacy. They have actively participated in many meetings of our committee over the years including, most recently, the meeting in Vancouver. They have helped to organize conferences related to XXX. Their specialized experience and skills would be of great value to the Committee and the ASA in its work in this area.

Example 4: I would also recommend [Person C], who has expressed some interest in being on the committee. They come to all of the JSMs and is one of the associate editors on an ASA journal that I deal with, and they are highly active on the editorial board. They also perform their duties in a timely manner.

Example 5: Regarding the open slot on the committee, I would strongly urge you to consider nominating [Person A]. They are a leader in statistical education at the K-12 level. [Person A] has been active as a reader of AP Statistics and remains firmly enmeshed in teacher training programs in their state as well as nationwide. They have received a number of awards as an outstanding educator. My interactions with [Person A] have always been extremely professional and positive, and they have been instrumental in certain of the committee's initiatives.

## **Renewals**

Recommendations for renewal of terms for current committee members should document the contributions they have made to the committee to justify their renewal. Individuals who have not been very active or involved in the workings of the committee should not be considered for renewal.

Example 1: I'd like to extend an offer to [Person A] to continue serving an additional term. They are engaged in the work of the committee and provides good perspective. The other two members completing their terms may be replaced with new members.

Example 2: I very strongly recommend the reappointment of both [Person A] and [Person B] for a second three-year appointment. They are both interested in the work of the Committee and [Person A] has taken the lead in many activities of the Committee over the past two years. Failure to reappoint them would be a severe blow to the effectiveness of the Committee.

Example 3: I think that [Person A] should be re-appointed. They are a hard worker on the committee, and she participates in meetings and phone calls. They are an asset to the committee.

## **Appointments for committee chair**

Similar considerations and justifications should be included with recommendations for new committee chairs.

Example: Regarding the chair for 2012, my recommendations are not as clear. The committee has many moving parts and generally takes more than a year to get up to speed. In that year, there will be a new ASA appointee, [Person B] will be in their second year, and [Person C] in their terminal year. My recommendation would be to appoint [Person C] to this post, as they have extensive experience with the committee, and have successfully chaired it in the past. Because [Person D] has not yet started their position (though we've been working to orient her over the past few months), it's harder to judge whether they would be in a position to take this on after one year.

## Appendix D – Making Committee Appointments

The following steps should be followed when making committee appointments.

### Step 1: Understand the Needs of the Committee

What kinds of members does the committee need?

- Expertise in a relevant area of statistics (for instance, statistical education)
- Specialist in another field (for instance, criminology or energy)
- Highly regarded within the profession (important for awards)
- Interested in the growth of the association and the profession
- Is the committee authorized to have non-ASA members appointed to it? (See LSC manual or check with ASA staff.)

Does the committee need a particular type of balance?

- By sector (academia, government, business, industry)
- By highest degree level obtained
- By gender, race, age, or other demographic factors
- By career stage
- By geography

Other considerations

- Gaps created as experienced members rotate off the committee
- Individuals with expressed interest in the work of the committee
- Individuals who would bring enthusiasm, fresh ideas, or energy to the committee
- Individuals with influence or contacts that would advance the committee's goals

If a chair needs to be appointed, what does the committee need?

- Continuity of direction (is there a current member who is highly recommended by the current chair?)
- Better direction
- Activation

### Step 2: Look Up the Term of Service

- Not all terms are for three years, so be sure to check the committee composition.
- Not all terms begin on January 1.
- Do special rules apply? For instance, is the vice chair expected to succeed as chair?
- Does the committee have a formal role as Vice-Chair or Past-Chair?
- Does the committee require an outside expert (not necessarily an ASA member)?

### Step 3: Identify Qualified Individuals

#### 1. Communicate with the chair

- All chairs will be asked for recommendations in July and August of the year prior to the new committee members' start dates.
- Chairs should read the "Guidelines for Making Recommendations."
- Often, chairs need to be reminded to make recommendations.

Set clear expectations by keeping in mind the following:

- Chairs make recommendations, not appointments.
  - If a chair asks current members whether they would like to be reappointed, the chair should make it clear that decisions on reappointments are made by the appointer. The appointer is the ASA on behalf of the ASA president-elect via recommendations from the council chair and vice chair, often in consultation with members of the ASA Board.
  - Reappointments are not automatic.
1. Think about people you know and consult with qualified individuals. Generally, the vice chairs of committee councils have extensive experience.
  2. Check the volunteer list.

#### Step 4: Check the Records

- a) Is the individual already serving on another committee or in another ASA position?
- b) Has the individual already served on this committee?
- c) Is the individual an ASA member?

ASA staff can provide the answers to the questions in step 4. You can also check them yourself, in most cases, by looking up the name at <https://www.amstat.org/membership/directory/index.cfm>. Note that a person may not be listed for one of two reasons: (1) The person is not a member. (2) The person has chosen not to be listed in the directory. [If the latter is the case, we advise indicating to them that if they want to serve on a committee, they need to be listed in the directory. Otherwise, they are listed on a committee but there is no contact info from them, making it hard for the chair to communicate with them.] ASA Staff can verify whether persons not listed in the directory are members.

ASA staff will maintain an ongoing spreadsheet of people who are being invited and who have accepted, so that appointers can check and update this each time they send an invitation.

#### Step 5: Prepare the Pre-Letter of Invitation

1. Be specific about the role and the dates for the term of service.
2. Indicate that you are extending the invitation on behalf of the ASA president-elect.
3. Provide a link to the webpage for the committee.
4. Provide contacts (such as the current chair) for further information about the committee.
5. Point out that the position makes a significant contribution to our association.
6. When possible, briefly personalize the invitation (“I believe that you are especially well qualified to contribute to this committee because of your work in the area of ...”)
7. Provide a specific date by which you would like a response. Setting a reasonable deadline enables you to be flexible if you do not receive any response (you can try again or you can invite someone else).

#### Step 6: Report Pre-acceptances to ASA staff

Pre-acceptances should be reported to ASA Staff as soon as you receive them (you do not need to wait until all your appointments for a particular committee are complete). ASA Staff can then issue official offer letters to the appointees.

ASA Staff will inform interested parties (president-elect, committee chair, executive director, etc.) that the appointment has been made. Forward to ASA staff any email messages from potential appointees that indicate their intention to accept a position. It is important for these emails to be kept on record at the ASA office.



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