2021 Board Director Application Policy

The Applied Client Network Board Director election process is conducted by the Governance Committee according to the association bylaws. This document is intended to provide general information regarding the process. Please note – this process may be updated to better meet the needs of the association, as dictated by the Board of Directors and/or the Governance Committee.

- The Governance Committee conducts a needs assessment with the current Board and/or the Executive Committee.

- The application and any other leadership characteristic assessment tools are adjusted if needed, based on the current Board needs.

- An open call for applicants is placed to the membership, usually in late spring/early summer. Applicants are advised of the current Board needs and provided a copy of the application to be completed. Please note: only Licensed User members are eligible to serve on the Board of Directors.

- At the close of the application submission period, the Governance Committee reviews all applications and based on the characteristics highlighted in the previously defined needs assessment, determines the candidates advancing to the short list.

- The applicants moving on then complete a personality assessment and a telephone interview with representatives of the association selected by the Governance Committee. Applicants not selected to advance to the leadership characteristic assessment and interview will be notified via email by the Governance Committee Chair or Staff Liaison.

- The Governance Committee reviews the leadership characteristic assessment and reports from the interview teams then decides upon the candidate(s) to be slated for election by the Board of Directors.

- The final slate of candidates is presented to the Board of Directors for voting.

- Candidates are informed of election results, and members are notified of the selection of incoming board members.

Additional Details for Applicants

1. **All Applicants (not otherwise described in 2, 3 or 4 below):**
All applicants must participate in the entire process outlined above which includes the complete application, leadership characteristic assessment, and telephone interview.

2. **Incumbent Director:**
A current Board Director who is eligible for a second term and wishes to submit their name for consideration does not have to submit an application, is given the option to complete a new leadership characteristic assessment but it is not mandatory. Incumbent directors seeking election to a section term are required to participate in the telephone interview.

3. **Past Chair**:
If an Immediate Past Chair is eligible for a second term and chooses to put forth their name for that term, the Governance Committee will automatically slate the Immediate Past Chair to the Board for election.

4. **Candidate for Executive Committee**:
Upon opening of nominations, any current/eligible Board Member/Director at large can submit their interest for a leadership position on the Executive Committee by submitting in writing their desire to the current Board Chair and CEO.
At time of nominations process closing, the Board Chair or CEO will communicate to the greater Board the number and name(s) of Director at large Board members that expressed interest in a role(s) on the Executive Committee
At a Board Meeting that aligns with the timing of the nominations process, the entire Board (including the individual(s) that expressed interest in an Executive Committee role) will vote. If the individual is uncontested, a verbal vote with a simple majority will suffice. If a position is running contested, a private vote (i.e. confidential); facilitated by the CEO will take place.

GUIDING PRINCIPLE:
The Applied Client Network Board of Directors are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as ensuring the organization has adequate resources to advance its mission.

BOARD OF DIRECTORS LEGAL RESPONSIBILITIES:
The board of directors has three primary legal duties known as the "duty of care," "duty of loyalty," and "duty of obedience."

- *Duty of Care:* Take care of Applied Client Network by ensuring prudent use of all assets
- *Duty of Loyalty:* Ensure that Applied Client Network's activities and transactions are, advancing its mission; recognize and disclose conflicts of interest; make decisions that are in the best interest of Applied Client Network; not in the best interest of the individual board member (or any other individual)
- *Duty of Obedience:* Ensure that Applied Client Network obeys applicable laws and regulations; follows its own bylaws; and adheres to its stated organizations mission.

BOARD OF DIRECTORS AREAS OF FOCUS:

- *Ambasdor For The Organization* – Raise brand awarness, promote the benefits of Applied Client Network and increase understanding and unique value of the Applied Client Network Community and membership.
- *Setting Strategic Initatives* – Establish, review, revise (when needed) and be accountable for the outcomes of the three year strategic goals and objectives for the organization.
- *Governance -* The processes for making and implementing decisions that will continue to advance Applied Client Network's principles and mission
- *Fidcuciary* – Legal responsbility for managing Applied Client Network's assets and ensuring the funds are being used for their intended purpose in financially supporting the organization . The current financial policy can be found at the following URL: https://www.appliedclientnetwork.org/viewdocument/acn-financial-policy
- *Ensure Mission Attainment* – Ensure all organization priorities align to furthering Applied Client Network's mission

EXECUTIVE COMMITTEE:
- Chair – Relationship steward with key strategic partners
- Vice Chair – Liasion into staff, alignment of organizations operations
- Past Chair – Steward of the strategic plan
- Treasurer/Secretary – Steward of the organizations operating and non operating financials

DIRECTORS AT LARGE:
- Responsbility for supporting organizational outcomes related to the five areas of focus of board responsbilities
- Board liasion to standing committees

2022 Board Director Application Process

Description	Guidelines	Owner
Board Self-Assessment	Board of Directors identifies future needs of the Board and provides recommendations to the Governance Committee for number of new directors to seek (can be provided as "up to" number), as well as specific demographics desired (agency/brokerage size, location, system type, professional skills/experience, etc.).	Board/EC
Review Board Needs/ Update Nomination Documents	Governance committee reviews Board's self-assessed needs and based on those details, makes relevant updates to the Board of Directors job description and candidate application form. The conflict of interest statement, application evaluation/scoring grid, interview questions and rating metrics, and any other relevant documents should be reviewed at this time.	Governance
Call for Applicants	Updated application and relevant documents are released to members. Eligible members are invited to apply. Communication takes place via email, community forums, social media, chapter emails/meetings, and any other available method.	Staff
Applications Accepted	Call for applicants should be open about 1 month.	Staff
Compile Applications	Collect all applications and supporting documents (letter from principal and outreach to chapter officers) and distribute to Governance Committee	Staff
Review Candidate Application Forms and Supplementary Documents	Using the evaluation/scoring grid, Governance should rate each applicant based on the previously identified needs. At this time, staff should validate that the applicant's agency/brokerage is a member in good standing, receipt of letter of support (if applicant is not principal/owner) and signed conflict of interest form.	Governance/ Staff
Determine Candidate Short-list	Based on eligibility, application responses, and scoring sheet, select candidates to advance to interview/assessment phase.	Governance
Review Interview Questions	Finalize general interview questions, and determine any candidate specific questions. Provide questions to interview teams.	Governance
Notify Interview Teams and Provide Documentation	Board member on each interview team should contact remaining members and provide documents to remaining team members. Documents should include candidate biographies, application long-form responses, board needs assessment/job description, and interview questions/assessment matrix.	Interview Teams

Description	Guidelines	Owner
	To maintain autonomous review processes, interview teams should **NOT** have access to candidates' initial rankings based on applications.	
Contact All Candidates for Status Update	Short-list: Include timelines/process for interviews and assessment, provide details on leadership personality assessment. Not selected: Thank for participation, suggest alternate volunteer opportunities	Staff
Interview Team Prep Call	Discuss expectations, process, format, timeline, questions, board needs, etc. with all interview teams. Call should be led by Governance Chair, with staff support.	Governance Chair, Staff, Interview Teams
Conduct Candidate Interviews	Schedule calls with each candidate/interview team. Staff should sit on call as non-participating member of interview team.	Interview Teams
ACN Volunteer History	Validate ACN volunteer experience – chapter, committee/task force, education. Gain feedback on individuals from peers who have worked with them	Staff
Compile Interview Results	Based on interview assessment form and provided questions, interview teams should summarize each candidate interview and provide details to Governance committee.	Interview Teams
Interview Review Meeting	Governance Committee and interview teams hold call to review and discuss the candidate interviews.	Governance/ Interview Teams/ Staff
Selection of New Directors to Slate	Governance committee reviews all collected information and selects required number of candidates to put forth as final slate to Board.	Governance
Identify Officer Roles to Be Elected	Executive Committee to identify any positions which need to be filled by current board members.	Executive Committee
Board Directors Submit Interest in Open Roles	Any eligible directors who are interested in an open position on the Executive Committee must submit (in writing) their names for consideration to the CEO who provides the list of candidates to the full Board.	Board
Officer Role Applicants Shared with Board	Names for consideration for open Executive Committee positions will be shared with the full board for review. If there are contested positions, additional applications, interviews, or discussion may take place.	Board
Board Votes on Officer Slate	The entire Board (including individuals up for consideration) will vote on the open officer positions. If positions are uncontested, a verbal vote with a simple majority will suffice. If a position is contested, a private vote facilitated by the CEO will take place.	Board/CEO
Board Votes on Director Slates	The entire Board reviews the candidates submitted by the Governance committee for open director seats. Additional discussion as needed can take place. The entire Board	Board

Description	Guidelines	Owner
	participates in a verbal vote for each candidate, with a simple majority deciding.	
Final Slate Provided to Governance	Pending the results of the Board votes, the complete slate for the upcoming year (including elected Executive Committee members, and directors-at-large) is shared with the Governance Committee	Staff
Board Induction/Officer Presentation	After the Board has approved the new directors and filled any open officer positions, the new directors and any new officers are presented to members as part of the Applied Net presentations. An email to all members (voting and non) will also be distributed informing the community of the incoming Board composition.	Staff
Nominations Process Post-Mortem	Review and analyze any 2021 process changes. Outline areas of concern/improvement for 2022.	Governance/ Interview Teams/ Staff