AALL EXECUTIVE DIRECTOR RESPONSIBILITIES
Approved March 2007, Board Meeting, Tab 20

PREAMBLE

The following document was prepared by Vice-President/President-Elect Ann Fessenden in consultation with President Sally Holterhoff and the Executive Board, and was approved by the Executive Board in March, 2007. It is intended to 1) describe the relationship between the Executive Board and the Executive Director, 2) indicate the major areas of focus consistent with the priorities established by the Executive Board and 3) describe the general or ongoing duties and responsibilities of the Executive Director.

Only the Executive Board, when it acts as a body through formal actions taken at its regularly scheduled meetings, has the authority to establish priorities or direct that activities be carried out by the Executive Director or staff. The AALL Executive Board uses three key opportunities to guide and shape the Association's activities and the allocation of resources each year. First, in Spring it approves the priorities and budget guidelines recommended to it by the Finance and Budget Committee; second, in July it approves the annual budget that establishes the extent of resources that will be allocated to all activities; and third, in Fall it approves the Executive Director's (and through the Executive Director, the staff's) primary objectives for the next year. All three events are tied to the Executive Board approved Strategic Directions. The Board's priorities and activities will be consistent with the Association's Strategic Directions and with the major initiatives already underway.

In a separate document, the Executive Director will outline her/his objectives for the year. These objectives will be consistent with and address priorities and activities approved by the Executive Board. The Executive Director will commit to making every reasonable effort to implement the objectives and any other priorities and activities that are approved by the Executive Board. Implementation may of course be affected by limitations of both staff time and Association resources. It is understood that the Executive Director may reallocate resources and reassign staff in order to achieve these objectives as long as changes are consistent with a reasonable interpretation of previous actions and existing policies approved by the Executive Board.

The Executive Board delegates to the Executive Director Review Committee, and in particular to the Past-President and the current President, the responsibility for reviewing achievements of the past year and for judging the extent to which the Executive Director and staff have been successful in meeting the Executive Board's expectations. By necessity, this is a subjective process and one that requires superb communication among all parties. To be effective it depends on a relationship based on mutual confidence and trust.

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The Executive Director oversees the organization's day to day activities; is responsible for the overall management of AALL's Headquarters; assists the Executive Board in formulating policies; is responsible for implementation of policies set by the Board; and represents AALL to other organizations and the public. The Executive Director reports to the Executive Board, through the President, who is the legal head of the Association.

Planning

- Assists the Executive Board in developing, implementing, and evaluating short term and long term plans
- Assists the Executive Board in preparing an annual update to the Strategic Directions which clearly delineates the Association's priorities
- Monitors the Association's progress on strategic directions, and ensures that AALL is following the priorities set out
- Recommends the continuance, enhancement, or discontinuance of Association activities
- Is thoroughly familiar with AALL policies and procedures, provides ongoing review, and recommends changes to the Board when needed

Financial Planning, Budgeting and Fund Raising

- Identifies clear means of evaluating programs and measuring their value and benefit to members compared to costs
- Adheres to the annual budget and guidelines approved by the Executive Board

Fund-Raising

- Maintains a high level and quality of successful fund raising activity
- Coordinates all fund-raising activities, taking into account that a major donation might be compromised by solicitation for a less significant account
- Maintains clear procedures and schedules for the Grants and Scholarship Committees regarding solicitations, acknowledgments, and record keeping
- Maintains complete and accurate records of donors and contributor prospects

Support for the Treasurer and Finance and Budget Committee

Oversees the Director of Finance and Administration in providing support for the Treasurer and Finance and Budget Committee by:

- Identifying the need for financial policies and assisting the Treasurer in drafting them for Executive Board approval

- Assisting the Finance & Budget Committee in preparing an annual budget that is in full compliance with the Association's financial policies and that is presentedto the Executive Board in a clear and concise manner

- Supporting the Treasurer by preparing the agenda for the Finance & Budget Committee, and drafting the annual Treasurer's report

- Providing estimates of revenues and expenses, and cost benefit analyses to the Finance & Budget Committee to enable the Committee to evaluate proposed new programs or changes in existing ones, and develop recommendations for the Executive Board

Financial Records

Oversees the Director of Finance and Administration in ensuring that complete, accurate financial records are maintained, including:

- gathering and analyzing financial and other trend data to accurately assess AALL's current and ongoing status

- providing clear and concise regular financial reports and projections to the Executive Board and staff

- providing quarterly reports on capital expenditures for hardware and software, and other headquarters improvements

- providing monthly statistical reports on membership and dues income

- assuring that appropriate internal accounting controls and procedures are followed by the staff

- overseeing the annual Association audit and ensures that the Management Letter points are fully addressed

Executive Board and Leadership Governance and Support

General

- Provides regular communications to keep the Executive Board, members and the staff informed in a timely manner

- Suggests the need for new or revised policies and assists the Executive Board with the process of developing them

- Implements Board policies and carries out requests of the President in a timely manner.

- Keeps track of legal requirements for Board members, and makes sure all members understand their obligations

Board meetings

- Plans Board meeting agendas in consultation with President

- Prepares and issues Board meeting materials in a convenient format, sufficiently in advance that members have an opportunity to review them

- Handles all travel, meals and other logistical arrangements for Board meetings

- In conjunction with the Secretary, ensures that accurate records of Executive Board actions and minutes are promptly and accurately prepared, maintained and readily accessible

- Provides follow-up and oversight of Board actions; provides regular reports to Board and staff on implementation status of Board actions, issues reminders as needed; makes sure actions take place

- Plans an annual Executive Board retreat in consultation with the President

Orientation of new Board members

- Provides information to newly elected Board members by putting them on Board email list; sending them information about how list and Board book works, explaining their role at annual meetings, etc.

- Prepares an annual orientation for newly elected Executive Board members in consultation with the President-Elect

Support for President and President-Elect

- Facilitates the work of the President and President-elect, regularly conferring to determine types of support needed and finding ways to provide it to the extent possible within the budget

- Regularly communicates with the President (and President-Elect as needed) to be sure President is familiar with her/his responsibilities and time lines

- Thoroughly reviews all aspects of annual meeting responsibilities with President and President-Elect, and provides direct staff assistance to them if needed

- Develops time lines and scripts for annual meeting events and reviews them with President, President-Elect, and other key players

- Recommends an annual training program for the President-Elect and Executive Director

Headquarters Management

- Consistently monitors trends and innovative developments in association management by reading the literature, attending conferences, and comparing AALL programs and services to those of other associations especially when new programs are considered, and existing programs evaluated

- Maintains high quality customer service

- Places special emphasis on communication and the quality of the relationship between members and the staff

- Identifies areas for continuous quality improvement

- Effectively manages Headquarters staff by:

    - reviewing and analyzing staff job descriptions and preparing annual performance objectives that are consistent with long range plans, and evaluating performance at least annually

    - building and maintaining excellent staff rapport and communication

    - providing ongoing support to staff, encouraging participation at outside educational programs, in-house retreats, seminars, and staff meetings, providing training in team building and collaborative decision-making

    - training staff on how their duties affect each other, and providing cross-training and back-ups

    - retaining qualified staff by offering competitive salaries and benefits, flextime and adjustable work schedules, and building a supportive organization climate

    - ensuring compliance with appropriate employment laws

Relations with Outside Organizations and Representations

- Serves as an effective advocate for the Association with outside organizations

- Expands strategic alliances with other associations to promote AALL's public policy agenda

- Collaborates with the President in identifying meetings to attend, and relationships to foster

- Regularly reports to the Board on meetings attended and knowledge gained

- Consistently monitors trends and innovative developments in the law library field by reading the literature, attending conferences, and comparing law library issues with those of related law and information fields in order to better understand the law library field and represent the Association

Member Relations and Communications

- Maintains productive, professional, and collegial relations with volunteers and members that are based on mutual respect and trust

- Responds to member inquiries accurately, promptly, and courteously; confers with the President or other appropriate Board members when member issues arise

- Keeps members well informed about Association plans and activities through all available means, such as AALLNET web page, email communications, AALL Spectrum and Law Library Journal; ensures that AALLNET information is accurately maintained with current information

- Maintains a favorable Association image with the Chapters and members

Programs and Services

- Develops programs and services that meet member needs and expectations and are valued by members

- Offers programs and services that are of high quality and evaluates them regularly

- Oversees implementation of the continuing professional education program

- Develops and maintains an accurate, current database of chapter information and Board member visits

Annual Meeting

- Ensures that all aspects of annual meeting are properly planned and executed; takes responsibility for resolving any problems

- Maintains records of the procedure, roles and typical flow of annual meeting events and communicates these to officers or members who have annual meeting responsibilities