



## Success Profile – ASM – Board of Director At-Large

A Success Profile identifies the kind of talent needed to achieve the business objectives and strategies. Given ASM's priorities, culture, and values, this success profile defines the kinds of individual needed in the President role that will drive organizational success.

### Terms

Directors shall be elected for a 3-year term. Directors may serve two 3-year terms unless they are elected to be an Officer of the Society. Directors will serve staggered terms.

### Strategic context

The ASM Board of Directors provides strategic direction to the Society. It brings ASM's mission to life by setting and approving the vision for the Society. The Board also is ultimately responsible for approving all legal, financial, and governance matters. As such, each Board Director must ensure that ASM activities and transactions are, first and foremost, advancing its mission of promoting and advancing microbial sciences; recognizing and disclosing conflicts of interest; making decisions that are solely in the best interest of ASM and not of any particular group or individual and to "protect and serve" the organization. It is important to note that no Director on the Board represents specific constituencies, rather the whole Society.

Being nominated to serve on the ASM Board is a high honor and privilege, but one that carries with it a serious responsibility to serve the interests of ASM, its members, and stakeholders and to accomplish its mission. All Directors should conduct themselves and perform their duties in an exemplary fashion, commensurate with the position of leadership that has been bestowed upon them. Based on the DC Code of Law, Directors must abide by the legal duties of care, loyalty, and obedience pertaining to their role as Directors of ASM. As fiduciaries, each Director has basic responsibilities that derive from these duties, including the following:

- To support the mission and purpose of ASM and to abide by its policies;
- To be diligent in attending, preparing for, and participating in Board meetings and related activities on behalf of ASM;
- To ensure that the financial affairs of ASM are, to the best of the Board member's knowledge, managed responsibly and prudently;
- To always act in good faith and in the best interests of ASM and not in the interest of a specific constituency, interest group, or individual; and
- To maintain the confidentiality of sensitive, privileged, or proprietary information obtained because of Board service.

Directors must also recognize that the Board acts only as a collective body. While individual opinions and dissent are greatly cherished and encouraged at the time of discussion and during the decision-making process, the board members speak with one voice once the Board makes a decision. Therefore, success depends on the contributions of all Directors and their ability to collaborate well to accomplish its mission.



## Success Drivers

### Strategic Thinking

Focusing on the big picture and strategic view of the organization. Board Directors must be strategic thinkers who are focused on the big picture, long-range, reasonably comfortable working with complexity and the overall vision. This includes demonstrating strength when dealing with theories and concepts and allowing others to implement the vision (ASM CEO, aided by staff, who has ownership for the implementation of the strategy with Board members responsible for oversight in assessing achievement of the goals).

### Leading and Developing Others

Takes responsibility for leading and developing new Board Directors and naturally takes the lead in providing direction. Deals with others and situations confidently and assertively.

### Acting Reliably and Ethically

Upholding ethics, follows the rules laid down for Board, operates in line with convection, and delivers on promises.

### Making Decisions

Makes prompt decisions and takes decisive action even when faced with risk. Acts quickly and decisively (and at ease with making decisions).

### Being a Team Player

Participating and encouraging groups or committees that apply their diverse skills and perspectives to achieve common goals. Ability to provide direction and energize others towards the achievement of shared goals by building clarity and enabling these groups or committee teams.

### Innovation and Creativity

Producing innovative approaches and new ideas. Looks for radical and new techniques and seeks to apply creativity in their role.

### Supporting

Prioritizes the needs of the group (Board colleagues, the CEO, and reporting ASM staff and members) and encourages and seeks to work harmoniously and respectfully of others. Is supportive and sensitive towards the group. The role is essentially one of asking good questions, expecting good answers, and serving as resources in areas of personal and professional expertise.

### Achieving Goals

Sets ambitious Board goals and continually conducts Board reviews to ensure achievement of targets. Strives to achieve challenging goals.

### Navigating & Distilling Complexity

The ability to navigate and distill so that all stakeholders understand implications and can make the appropriate change, analyzing the pros and cons of most problems and at ease dealing with multi-faceted problems. This is increasingly difficult as the microbial science environment continues to shift and evolve.

### Dealing with Ambiguity

Agility, flexibility, and adaptability are critical for success in an increasingly dynamic and demanding environment, especially considering the impact of COVID and the advancement of microbial science.



## Experiences

The Board Director must have the following experience and background: Be an ASM member in "good standing"<sup>1</sup> and demonstrate interest in ASM and its programs. Ability to make sensitive and persuasive written and oral reports. Ability to distill technical, detailed information into accessible, concise, and persuasive written reports. Ability to reach an agreement, using evidence-based data, on a variety of complex, important issues.

- Significant and senior-level experience and recognition within the professional and/or scientific communities. Effective leadership, diplomacy, communication, strategic skills; demonstrated professional competency; and a strong commitment to the ASM mission to protect the scientific interest.

The ASM Board Director should ideally have the following experience and background:

- Direct and guide a variety of activities found in a progressive organization.
- Is broadly representative of the microbial sciences and the various components of the Society in all its scientific, ethnic, gender, cultural, and geographical components.
- Is composed of elected members who are recognized for their scientific and professional achievements and are leaders in their profession.
- Is visionary regarding the future of microbial sciences and gathers other perspectives.
- Is focused on the long-term horizon of the science, professional practice, and educational affairs
- Visible presence in the microbial science industries
- Demonstrate interest in ASM and its programs. Ability to distill technical, detailed information. Ability to reach agreement, using evidence-based data, on a variety of complex, important issues.
- Past or current engagement with a mission-driven organization (e.g., partnership, membership, volunteer role).
- Bring a rigor, sense of urgency, and best-in-class business approach to the organization.
- Interest in and willingness to support ASM's goals and objectives.
- Significant and senior-level experience and recognition within the professional communities.
- Effective leadership, diplomacy, communication, strategic skills; demonstrated professional competency; and a strong commitment to the ASM mission.

### Skills include:

- Exceptional leadership and change management skills
- Proven skills and experience in strategy development
- Relationship building and communications
- Integrity
- Initiative
- Sound decision-making ability
- Commitment to open and honest communication
- Confidentiality on sensitive matters and where needed

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<sup>1</sup> *Member in Good Standing.* A Member in Good Standing is defined as any member who has paid his or her current dues or who is designated as a certified Global Outreach, Emeritus, or Honorary member. A Member in Good Standing, including dues-paying and honorific Academy Fellows, must further abide by the Society's Code of Ethics.