

Success Profile – ASM COMS At-Large Councilor

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 types of individuals required as an At-Large COMS member that will drive organizational success.

Position Term Limits

The COMS At-Large position serves for a minimum of three years with the possibility of performing a second term. The entirety of COMS meets once annually and at other times and places as is deemed necessary.

Strategic context

COMS is a science advisory body, part of the ASM governance structure that is designed to gather input from the main constituencies of the Society to ensure that scientific perspectives of relevance and interest are brought to the leadership. In addition, COMS provides a connection between ASM's members and ASM's leaders. COMS is not a programmatic body and does not run or manage specific programs, which are the purview of programmatic committees supported by ASM staff.

Working in partnership with the President, the CEO, and staff assigned by the CEO to liaise with COMS, COMS keeps a pulse on new developments in microbial sciences and helps develop innovative ways to move the field and ASM forward.

COMS supports ASM through the following:

- Advising on scientific priorities for the Society, mainly through activities in the eight scientific communities.
- Identifying upcoming opportunities in the microbial sciences.
- Identifying scientific trends to inform the leadership with the aim of ensuring effective scientific programs and activities.

COMS At-large members are recognized leaders for their scientific achievements, sharing their expertise, vision, and strategies for the microbial sciences in a trusted forum where individual members relate knowledge and expertise for advising on scientific projects and initiatives for the Society.

Success Drivers

- **Support a Culture of Innovation:** A resource for the Society leadership for advice and inspiration on the future of microbial sciences. Leading change requires scholarly discussions crossing disciplinary boundaries and making it onto the radars of those actively seeking change (Board, CEO).
- **Transformation and Innovation:** Expected to be change agents envisioning the future of microbial sciences and imagine how innovation in scientific endeavors can harness the future to the benefit of ASM mission. They consistently take a constructive and positive approach founded on partnerships, collaboration, and bringing others along.
- **Navigating & Distilling Complexity:** The ability to navigate and distill so that all stakeholders understand implications and make the appropriate change. This is increasingly difficult as the microbial science environment continues to shift and evolve.
- **Credibility:** COMS, and the people involved in it, need to be recognized for their skills, experience, and knowledge to gain confidence as they propose changes (and justify any impact).
- **Efficient Leadership:** COMS is expected to be responsive to the needs of the global microbial sciences and be accountable to the public interest; Board and CEO, therefore, should develop top-line ideas on scientific matters that facilitate debate and discussion across key interest groups while looking to identify collective interests and coordinate actions across different stakeholders to help bring change.
- **Dealing with Ambiguity:** Agility, flexibility, and adaptability are critical for success in an increasingly

dynamic and demanding scientific environment, especially in light of COVID and the advancement of the microbial science.

- **Effective and Productive:** The term “effective and productive” is intended to apply to COMS’s ability to serve its mission better and to support a sustainable position for ASM, focusing on the future and ensuring timely and productive partnerships.
- **Leadership and technical need to go hand in hand:** COMS At-large Councilors demonstrate both leadership and technical expertise. Specifically, demonstrating the leadership qualities of thinking broadly and being strategic, considering the implications to the scientific profession, yet having a handle on the technical side and deep understanding and providing both wise counsel and effective challenge.
- **Independence:** The COMS structure should avoid undue influence from any one constituent. Establishing and respecting boundaries is fundamental to managing possible conflicts and converting missed opportunities into cooperative and productive achievements.
- **Inclusive Leader:** An inclusive leader focuses primarily on the growth and well-being of people and the communities they support. In interacting with the diversity around them, inclusive leaders build interpersonal trust, take the views of others into account, and are adaptive. An inclusive leader requires openness to differences, curiosity, and empathy. An inclusive leader shares authority and puts the needs of others first, and helps people develop and perform as highly as possible. Utilizes constructive and collaborative approaches, modeling inclusive behaviors toward volunteer members and staff.

Experiences

Members choose to be on COMS because they encompass a relatively small group of scientists with diverse backgrounds and experiences leading discussions around strategic issues beyond their respective disciplines but thinking broader about the “science.” Councilors should believe that participation as a COMS At-large Councilor is vital to member satisfaction and the growth of the Society and profession.

Be an ASM member in “good standing” and demonstrate an interest in ASM and the microbial sciences. Ability to make sensitive, controversial, and/or written and oral reports and presentations to relate critical issues and identify scientific problems clearly, concisely, and effectively. Skill in written and oral communications. Ability to distill technical, detailed information into accessible, concise, and persuasive written reports. Ability to reach an agreement on a variety of complex, important issues.

¹ *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.*