Success Profile

President-Elect

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 individuals required for the President-Elect role to drive organizational success.

Position Term Limits

The President-Elect serves a single one-year term and continues to the role of President for one year, and thereafter to the position of Past-President, performing a total of three years of service for the Board. The entirety of the Board of Directors meets three times annually.

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. In addition, the Board of Directors provides oversight for the ASM CEO.

The President-Elect provides secondary leadership for the Society, substitutes for the President when needed, and prepares to serve as President. The President-Elect shall assist the President, shall be a voting member of the BOD and an ex officio, nonvoting member of the COMS, and a member of the Executive Committee, and shall substitute for the President in the absence of the President. The President-Elect shall take precedence over the Past President in substituting for the President.

Serving as the President-Elect generally offers support for the Board President and other leadership when needed. The four board seats (President-Elect, President, Past President together with the CEO) form a strong team for advancing and ensuring continuity of ASM's mission and goals. While each position has distinct duties, they work best in a cooperative manner to benefit the Board and members. The President-Elect plays a pivotal role in understanding Board dynamics, governance, and leadership and learning from those with experience, and be available to step up when needed.

Success Drivers

- **Understand the Board Culture:** Embrace and support the diverse and inclusive Board culture that supports the values and is aligned with the strategy for the future. Inspire other Board members to increase agility and innovation vs. maintaining the status quo as the way forward in achieving the mission and vision. Increase focus, creating value, finding efficiencies, and finding creative ways to support financial sustainability.
• **Understand and Connect with the Communities**: A strong understanding and knowledge of the community served with a high priority on membership within the community served for effective future leadership.

• **External partnerships/Community Relations**: As President-Elect, begin to build partnerships and visibility for ASM (scientific and professional practice communities) to expand community ties. Under the guidance and direction of the President and CEO, help develop ASM’s progressive scientific culture with other institutions (through initiatives led by various committees) to further the mission and help translate microbial sciences into meaningful policy/action.

• **Provide encouragement**: Work in partnership with the President, Board, and CEO, not only in creating interdependencies in pursuit of shared goals, constantly balancing the vision, service to the microbial sciences community, the needs of multiple stakeholder groups, financial resource constraints, and much more. Actively listens to Board members and works in very close partnership with the CEO.

• **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**

The President-Elect role provides an extraordinary opportunity to transition to the leadership role and prepare in advance for effective governance and transition. In addition, the Board President and Past President will ensure a clear understanding of board leadership’s expectations as this will be critical when it comes to the Board’s overall culture and continued engagement.

A commitment to ASM and willingness to represent and promote the Society without regard to professional discipline, practice, or interest and to put the Society's interests first without regard to professional discipline, practice, or interest is needed.

**The ASM President-Elect should ideally have the following experience and background:**

- A commitment to and understanding of ASM's mission
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals
- Excellent written and oral communication skills coupled with a natural affinity for public speaking
- Personal qualities of integrity, credibility, and a passion for the science
- Is broadly representative of the microbial sciences and the various components of the Society in all its scientific, ethnic, gender, cultural, and geographical components.
- Interest and commitment to leadership, governance, and oversight of ASM
- Team player, works well in close partnership with the Board and the CEO
- Ideally, some experience in leadership at ASM on the Board of Directors and Committees of the Board (but not required)
Skills include:

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

President

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 individuals required to drive organizational success in the president role.

Position Term Limits

The President serves a single one-year term and continues to the role of President for one year. Combined with their previous duties as President-Elect, they will perform a total of three years of service for the Board. The entirety of the Board of Directors meets three times annually.

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. The Board of Directors also provides oversight for the ASM CEO.

Being elected to serve as President of the ASM Board is a high honor and privilege, but one that carries a serious responsibility to serve the interests of ASM, its members, and stakeholders and accomplish its mission. The President should have a high level of conduct 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, the Board President must abide by the legal duties of care, loyalty, and obedience pertaining to the role as President of ASM. The President's primary function is that of chairing the Board of Directors, providing leadership for the whole Society, in close partnership with the Board and the CEO. The President is also an ex-officio member of COMS and serves as the Chair of the Board's Executive Committee. The President and the CEO are the two spokespersons for the organization.

Success Drivers

- **Strategic Prioritization**: Obtain clarity and alignment on the future direction to drive the execution of the strategy and ability to respond with a sense of urgency and lead board Directors on strategic thinking. Develop strategic priorities that define precisely how the mission and vision will be achieved. Redefine key role accountabilities that align with strategic priorities. Continue to maintain and enhance relationships with key stakeholders in the scientific community to enable informed decision-making and prioritization.

- **Create conditions for innovation to thrive**: Create the context and agendas for new and better ways for the organization to succeed and achieve clear mission goals. Maximize disruptive
capability by integrating and championing the value of differences/different perspectives, being open to new ideas, and challenging conventional wisdom. Focus on an inclusive culture to encourage diversity of thought to ensure innovation is prioritized.

- **Board Culture**: Strengthen and prioritize a diverse and inclusive culture that supports the values and is aligned with the strategy for the future. Inspire and drive change management to increase agility and innovation vs. maintaining the status quo as the way forward in achieving the mission and vision. Increase focus, creating value, finding efficiencies, and envisioning and supporting creative ways to support financial sustainability.

- **External partnerships/Community Relations**: Build partnerships and visibility for ASM (scientific, education, and professional practice communities) to expand community ties. Leverage ASM's progressive scientific culture by partnering with other institutions, the Administration, and Congress to further the mission and help translate microbial science into meaningful policy/action.

- **Leadership contribution**: The President, as Chair of the Board, and the Board is in charge of oversight and policy setting and delegates to the CEO the task of implementing the Board's strategic vision. For this reason, the President, to be successful, works in close partnership with the CEO. As Chair of the Board, one of the President's most important tasks is to actively listen to Board members encouraging collective leadership rather than acting as authority figures.

- **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**

The Board President role provides an extraordinary opportunity for an individual passionate about the success of ASM's beneficiaries and who has a track record of board leadership. The selected Board President will have achieved leadership stature in business, government, philanthropy, or the non-profit sector. In addition, his/her accomplishments will allow him/her to attract other well-qualified, high-performing board members.

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

- A commitment to and understanding of ASM's mission preferably based on experience as a Board Director

- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals

- Excellent written and oral communication skills coupled with a natural affinity for public speaking

- Personal qualities of integrity, credibility, and a passion for the science
• 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.

• Interest and commitment to leadership, governance, and oversight of ASM

**Skills include:**

• Exceptional leadership skills

• Proven skills and experience in strategy development

• Governance experience

• Relationship building and communications

• Integrity

• Initiative

• Sound decision-making ability

• Commitment to open and honest communication

• Confidentiality on sensitive matters and where needed
Success Profile

Past President

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 individuals required to drive organizational success in the Past President role.

Position Term Limits

The Past President serves a single one-year term and continues to be a member of the Council of Past Presidents for ten years. The entirety of the Board of Directors meets three times annually, and the Council of Past Presidents meets once annually.

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. The Board of Directors also provides oversight for the ASM CEO.

The Past President partners and assist the President and the CEO in the conduction of Board affairs and is a voting member of the BOD and an ex-officio member of the COMS. Notably, the Past President is the Chair of the Nominating Committee and the Chair of the Council of Past Presidents. The President-Elect shall take precedence over the Past President in substituting for the President, if and when needed.

Serving as the Past President requires partnering with the new President, the President-Elect, and the CEO and serving as an organization ambassador. These four board members form a strong team for advancing ASM's mission and goals. While each position has distinct duties, they work best in a cooperative manner for the benefit of the Board and members, and the Past President plays a pivotal role in leading the team given the past term experience and knowledge.

Success Drivers

- **Support the Board Culture:** Continue to strengthen and prioritize a diverse and inclusive culture that supports the values and is aligned with the strategy for the future. Inspire others on the Board to increase agility and innovation vs. maintaining the status quo as the way forward in achieving the mission and vision. Increase focus, creating value, finding efficiencies, and finding creative ways to support financial sustainability. As chair of the Nominating Committee, translate the Board culture to committee members to ensure a proper fit for future leadership.
• **External partnerships/Community Relations**: As Past President, build partnerships and visibility for ASM (scientific and professional practice communities) to expand community ties. Leverage ASM's progressive scientific culture by partnering with other institutions, the Administration, and Congress to further the mission and help translate microbial science into meaningful policy/action.

• **Strengthen the Community**: As a Past President, an individual has mastered certain skills. After mastering these skills, great board members emerge by having a broader perspective than self. They develop a vision that links the Society to the broader community and acts to serve, strengthen, and transform the community as a whole. Indeed, great Past Presidents are expected to be "community trustees."

• **Provide encouragement**: Work in partnership with the Board and the CEO, not only in creating interdependencies in pursuit of shared goals, constantly balancing the vision, service to the microbial sciences community, the needs of multiple stakeholder groups, financial resource constraints, and much more. Actively listens to Board members and works in very close partnership with the CEO.

• **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**

The Past President role provides an extraordinary opportunity to transition to an advisory role and ensure the success of ASM under this guidance. In addition, his/her/their accomplishments and challenges will provide insight to future leaders.

The Past President must have the ability to meet all expectations of the position and time commitment, continue with being a strategic and critical thinker and visionary with other Board members. In addition, a commitment to ASM and willingness to represent and promote the Society without regard to professional discipline, practice, or interest and to put the Society's interests first without regard to professional discipline, practice, or interest is needed.

**The ASM Past President should ideally have the following experience and background:**

• A commitment to and understanding of ASM's mission preferably based on experience as a Board Director and Past President

• Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals

• Excellent written and oral communication skills coupled with a natural affinity for public speaking

• Personal qualities of integrity, credibility, and a passion for the science

• 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.
• Interest and commitment to leadership, governance, and oversight of ASM
• Team player, working in close partnership with the Board and CEO

**Skills include:**

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