



■ FOR LEARNING ■ FOR LISTENING ■ FOR LIFE

BRD-06-02.08.02 Board and Board Members

Leadership Responsibilities Description: Individual Member of the ACRP Board of Trustees

While the Board as a whole holds a collective authority, an individual member of the Association Board of Trustees (ABoT), holds an individual responsibility to provide the Association with critical capital—intellect, reputation, resources, and access—to power ACRP’s success and strengthen the clinical research community. The role of an individual Board member includes, but is not limited to, the following:

General Expectations

- Know ACRP’s mission, purpose, goals, policies, programs, services, strengths, and needs.
- Serve in leadership positions and undertake special assignments willingly and enthusiastically.
- Avoid prejudiced judgments on the basis of information received from individuals. All significant matters coming to a Trustee should be called to the attention of the Executive Director and/or the Board Chair as appropriate.
- Follow trends in the clinical research community and keep well informed of their impact on/within ACRP.
- Bring goodwill and a sense of humor to the ABoT’s deliberations.
- Encourage individuals to nominate themselves or others, through the Board Nomination Process, for ABoT membership who are clearly professionals of achievement and distinction and who would make significant contributions to ACRP.
- Promote and build trust between the ABoT, Executive Director, and staff.

Meeting Preparation

- Thoroughly read and understand all materials sent in preparation for ABoT and committee meetings. Come prepared with questions and actively participate in strategic discussions and decision-making.
- Secure travel arrangements by adhering to ACRP’s Corporate Travel Policy.

Meetings

- Conscientiously participate in ABoT and committee meetings, including appropriate organizational activities when possible.
- Ask timely and substantive questions at ABoT and committee meetings, consistent with your conscience and convictions, while supporting the majority decision on issues once they are



■ FOR LEARNING ■ FOR LISTENING ■ FOR LIFE

decided by the ABoT.

- Maintain confidentiality of the ABoT's executive sessions and when confidential information is provided.
- Speak for the ABoT or ACRP as authorized and remember that *all* utterances from trustees carry great weight with those within and outside of ACRP. Private opinion on any matter is often construed by others as the board's official posture whether it really is or isn't.
- Suggest Board and committee meeting agenda items occasionally to others on the ABoT and the Executive Director to ensure that significant, policy-related and strategic matters are discussed.

Relationship with Staff

- Counsel the Executive Director as appropriate, providing support through relationships with groups or individuals.
- Avoid asking the staff for favors, including special requests for extensive information that may take extraordinary time to gather and are not part of on-going Board or committee work.
- Remember that it is most appropriately the Executive Director who is responsible for assessing staff performance, not trustees or the ABoT. The Executive Director, however, welcomes comments or opinions, offered during discreet conversations that are complimentary or constructively critical of a senior staff member.

Avoiding Conflicts

- Serve ACRP as a whole rather than any special interest group or constituency. Even if a Trustee is invited to fill a vacancy reserved for a certain constituency or organization, a Trustee's first obligation is to avoid any preconception that he/she "represents" anything other than the overall best interests of ACRP.
- Complete the Conflict of Interest disclosure form each year; avoid even the appearance of conflict of interest that might embarrass the ABoT or ACRP; disclose any possible conflicts to the Board in a timely fashion.
- Maintain independence and objectivity and do what a sense of fairness, ethics, and personal integrity dictate, even though not necessarily obliged to do so by law, regulation, or custom.
- Do not accept (or offer) favors or gifts from (or to) anyone who does business with ACRP or its affiliate, the Academy.

Fiduciary Responsibilities

- At all times, exercise prudence with the Board, Executive Committee, and Finance Committee, in the control and stewardship of ACRP assets.
- Faithfully read and accurately interpret ACRP's financial statements and otherwise help



■ FOR LEARNING ■ FOR LISTENING ■ FOR LIFE

the ABoT fulfil its fiduciary responsibility.

- Oversee the implementation of the ACRP Business Plan and Budget.

Ambassadorial Service

- Serve ACRP responsibly and diligently by telling its story and presenting its accomplishments as well as its needs and current challenges. You are ACRP's logo.
- Represent, as well, your professional community to ACRP. Bring back concerns, ideas, suggestions, compliments, etc. when you believe they may have merit. Remember, as a Trustee, you are at the nexus of two-way communication.
- Participate in local Chapter meetings and events, including offering to speak at Chapter meetings.

MONITOR AND REVIEW SCHEDULE

Monitor as needed and review every two years by the Governance Committee.

Date Reviewed by Committee

November 13, 2015

Date Modified by Committee*

November 13, 2015

Date Approved by Committee

November 13, 2015

Date Reviewed by Board

May 24, 2012

December 17, 2015

Date Modified by Board

May 24, 2012

Date Approved by Board

May 24, 2012

December 17, 2015

***Modified by staff on March 4, 2016 to remove references to APCR.**