

Success Profile – ASM – Secretary of the Board of Directors

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 role that will drive organizational success.

Terms

The Secretary is selected for a three-year term and may serve a second three-year term, in a second election where the incumbent can run unopposed if the Nominating Committee and the Board so choose.

Strategic context

The Secretary assists the President and is a member of the Executive Committee of the Board of Directors. The Secretary oversees the accurate and faithful recording of the minutes of all meetings of the Board and of the Meetings of the Membership. The Secretary is also responsible for coordinating the CEO's annual performance review, which is carried out by the Executive Committee of the Board. The Secretary also provides continuity of service and experience among the volunteer Officers and works closely with the CEO to ensure timely appointments of volunteer to various committees and ensure transmittal to ASM Archives of records of archival or historical value. The Secretary serves as a resource for information on the Society's Bylaws and adherence to policies and procedures of the Society and Board.

Like any Board member, the Secretary does not represent specific constituencies, but rather the whole Society. Being nominated to serve as Secretary is a high honor and privilege, but one that carries with it the responsibility to serve the interests of ASM, its members, and stakeholders to accomplish the organization's mission. The Secretary should conduct themselves and perform their duties in an exemplary fashion, commensurate with the position of leadership they cover. In addition, like all Board members, the Secretary abides to key legal duties, as defined in the DC Code of Law—the duties of care, loyalty, and obedience. The Secretary has basic responsibilities that derive from these duties, which include 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.

The Secretary 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 for the organization, Secretaries must be strategic thinkers who are focused on the big picture, long-range, reasonably comfortable working with complexity and overall vision approach, understanding that management, operations and programs are not the direct responsibility of the Secretary or of the Board. This includes demonstrating strength and substantial contributions when acting at the strategic, generative and fiduciary level, while allowing others to implement the vision and the strategy. The ASM CEO, aided by staff, has responsibility for the implementation of the strategy with Board members responsible for oversight in assessing achievement of the goals.

- **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.
- **Inclusive Leader:** The Secretary is an inclusive leader, who 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.
- **Dealing with Ambiguity:** Agility, flexibility, and adaptability are critical for success in an increasingly dynamic and demanding environment.

Experience

The Secretary must be an ASM member in "good standing"¹ and demonstrate interest in ASM, its programs and act an ambassador for the organization. They will have the ability to reach an agreement, using evidence-based data, on a variety of complex, important issues.

It is highly desirable that the Secretary has significant experience within the ASM governance, and is familiar with ASM strategic plan, governance structure and decision-making processes. They also have 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 Secretary should ideally also have the following experience and background:

- Understand ASM volunteer leadership position structures and purpose
- Interest in and willingness to preserve ASM-related historical documents
- Direct and guide a variety of activities found in a progressive organization.
- Is 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, capable of looking forward and capturing the future, not the past, of the microbial sciences.
- Is focused on the long-term horizon of the science, professional practice, and educational affairs
- Visible presence in the microbial sciences industry
- 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 and 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
- Demonstrable experience in Robert's Rules of Order (RRO) or willingness to be a quick study in RRO
- 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

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.*



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