

Success Profile – ASM – Treasurer

A Success Profile identifies the kind of talent, skills and experience needed to successfully fulfil the duties required by the position

Terms

Treasurer is selected for a three-year term and may serve a second three-year term, as the result of a second election in which the incumbent can run unopposed if the Nominating Committee and the Board so choose

Strategic context

Working in close partnership with the Chief Executive Officer (CEO) and Chief Financial Officer (CFO), the Treasurer is responsible for overseeing all moneys and valuable effects in the name and to the credit of the Society and for overseeing full and accurate accounting of receipts and disbursement. The Treasurer provides to the Board of Directors at its regular meetings, or when the Board of Directors so requires, reports on the financial status of the Society. The Treasurer serves as Chair of the Finance Committee and of its Investment Subcommittee. As an officer of the Society, the Treasurer is a member of the Executive Committee of the Board of Directors. In addition to this, the Treasurer:

- Provides continuity of service and experience among the Officers.
- Works with the CEO and CFO, and through the Finance Committee, to ensure that an annual budget is prepared for review and approval by the BOD.
- Advises the BOD on projected major expenditures and budget variances.
- Working with the CEO, CFO, and through the Investment Subcommittee, oversees the management of investments and deposits from the Society's financial reserves.
- Delivers an annual report of the financial status of the Society for the Membership.

The Board of Directors is ultimately responsible for approving all legal, financial, and governance matters. As such, the Treasurer must ensure that ASM activities and transactions are, first and foremost, aligned with its mission of promoting and advancing microbial sciences. The Treasurer is also expected to recognize and disclose conflicts of interest; make decisions that are solely in the best interest of ASM and not of any particular group or individuals; and "protect and serve" the organization.

Being nominated to serve as Treasurer 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. The Treasurer must conduct ASM business and perform the duties of the position in an exemplary fashion. Like all Board members, the Treasurer must abide by legal duties, as defined in the DC Code of Law—the duties of care, loyalty, and obedience. The Treasurer 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 Treasurer 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, the Treasurer must be a strategic thinker, focused on the big picture, long-range, reasonably comfortable working with complexity and the overall vision, approach, understanding that management, operations and programs are not the direct responsibility of the Treasurer 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, and CFO, aided by staff, have the responsibility for the implementation of the strategy, with Board members being responsible for oversight in assessing achievement of the goals.
- **Inclusive Leader:** An inclusive leader focuses primarily on the growth and well-being of people and the communities that 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.
- **Acting Reliably and Ethically:** Upholds ethics, follows the rules of the Board, operates in line with conviction, 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).
- **Understand the Board Culture:** Embraces and supports 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.
- **Dealing with Ambiguity:** Exhibits agility, flexibility, and adaptability in an increasingly dynamic and demanding environment.

Background and Experiences

The Treasurer 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 ability to reach an agreement, using evidence-based data, on a variety of complex, important issues.

It is highly desirable that the Treasurer has significant experience within the ASM governance, is familiar with ASM strategic plan, governance structure and decision-making processes as well senior-level experience and recognition within the professional and/or scientific community. Desirable skills include diplomacy, effective communications, and strategic thinking.

The ASM Treasurer should ideally also have the following experience and background:

- Understands ASM volunteer leadership position structures and purpose.
- Has experience in guiding a variety of activities found in a progressive organization.
- Understands how to read a budget and has a general understanding of standard budgeting processes.
- Is recognized for scientific and professional achievements and is a leader in the field.
- Is visionary regarding the future of microbial sciences.
- Demonstrates an ability to gather other perspectives.

- Is focused on the long-term horizon of the science, professional practice, and educational affairs.
- Is a visible presence in the microbial sciences industries.
- Demonstrates interest in ASM and its programs. Has the ability to distill technical, detailed information.
- Has the ability to reach agreement, using evidence-based data, on a variety of complex and important issues.
- Brings a rigor, sense of urgency, and best-in-class business approach to the organization.
- Has an interest in and willingness to support ASM's goals and objectives.

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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