



## Leadership Responsibilities Description: Individual Member of the Academy Board of Trustees

While the Board as a whole holds a collective authority, an individual member of the Academy Board of Trustees (Academy BoT), holds an individual responsibility to provide the Academy with critical capital—intellect, reputation, resources, and access—to power The Academy’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 The Academy’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 and The Academy.
- Bring goodwill and a sense of humour to the Academy BoT’s deliberations.
- Encourage individuals to nominate themselves or others, through the Board Nomination Process, for Academy BoT membership who are clearly professionals of achievement and distinction and who would make significant contributions to The Academy.
- Promote and build trust between the Academy BoT, Executive Director, and staff.

### **Meeting Preparation**

- Thoroughly read and understand all materials sent in preparation for Academy BoT 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 Academy BoT and committee meetings, including appropriate organizational activities when possible.
- Ask timely and substantive questions at Academy BoT and committee meetings, consistent with your conscience and convictions, while supporting the majority decision on issues once they are decided by the Academy BoT.
- Maintain confidentiality of the Academy BoT’s executive sessions and when confidential information is provided. Never speak for the Academy BoT or ACRP unless authorized to do so, but also remember that *all* utterances from trustees carry great weight with those within and



outside of The Academy. 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 Academy BoT 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 for managing 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 Academy BoT. The Executive Director, however, welcomes comments or opinions, offered during private conversations that are complimentary or constructively critical of a senior staff member.

### **Avoiding Conflicts**

- Serve The Academy 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 The Academy.
- Complete the Conflict of Interest disclosure form each year; avoid even the appearance of conflict of interest that might embarrass the Academy BoT or The Academy; 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.
- Never accept (or offer) favors or gifts from (or to) anyone who does business with The Academy or ACRP.
- Refrain from presenting training programs that are designed to prepare candidates for the Academy certification exams during the term of service, and for two years after conclusion of the term.

### **Fiduciary Responsibilities**

- At all times, exercise prudence with the Board in the control and stewardship of The Academy assets.



- Faithfully read and accurately interpret The Academy’s financial statements and otherwise help the Academy BoT fulfill its fiduciary responsibility.
- Oversee the implementation of the Academy Business Plan and Budget.

### **Ambassadorial Service**

- Serve The Academy responsibly and diligently by telling its story and presenting its accomplishments as well as its needs and current challenges. You are The Academy’s logo.
- Represent, as well, your professional community to The Academy. 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.
- As appropriate, participate in local Chapter meetings and events, including offering to speak at Chapter meetings.
- As appropriate, post comments, questions and responses on the ACRP Online Community.

### **Monitoring and Review Schedule**

Monitor as needed and reviewed by Academy BoT every two years.

#### **Dates Reviewed by Academy BoT**

May 15, 2012  
March 5, 2017

#### **Dates Modified by Academy BoT**

March 5, 2017

#### **Dates Approved by Academy BoT**

May 15, 2012  
March 5, 2017