



*Board Candidate Briefing
International Executive Board*



International Association
of Business Communicators

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Dear Candidate,

Thank you for your interest in serving on the board of directors for the International Association of Business Communicators (IABC).

IABC is the only global association dedicated to connecting and serving professional communicators. Our vision is to see communicators at the heart of organizations around the world.

This Board Candidate Briefing sets out essential information for a role on the IABC International Executive Board (IEB), including:

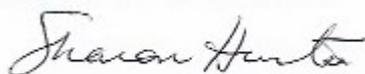
- Expectations, roles and responsibilities.
- IABC's 2017–2020 Strategic Plan.

It also covers the expectations of the International Executive Board, descriptions of officer roles and competency criteria, and a timeline for the nomination process.

Please study it carefully and don't hesitate to reach out to me if you have questions at pastchair@iabc.com.

IABC is committed to advancing the profession, creating connections and developing strategic communicators. We are dedicated to upholding the highest standards of professional communication. As a member of the IABC board, you can help us move this mission forward. It has never been more important than it is today.

Thank you for your leadership in our industry and considering contributing your time and talents to advance IABC at the highest level.



Sharon Hunter, SCMP
Immediate Past Chair, International Executive Board
Chair, IABC Nominating Committee

ABOUT THE IABC INTERNATIONAL EXECUTIVE BOARD

The International Executive Board (IEB) is the governing body of IABC. It is accountable to the association's members and has supervision, control and direction of the affairs of the association. It actively pursues the association's purpose and determines its policy within the limits of the law, Bylaws, and Articles of Incorporation. It upholds the IABC Code of Ethics for Professional Communicators and supervises disbursement of the association's funds. The IEB develops the strategic plan and direction for the association under the guidance of the association Bylaws approved by the IABC membership. It also serves as the Board of Trustees for the [IABC Foundation](#).

WHY SERVE?

Volunteer leadership at this executive level can be an exceptionally rewarding experience, both professionally and personally. As an IEB member, you donate your time, expertise and energy to shaping the future of IABC's purpose and its impact on the global profession.

The opportunity to serve offers you:

- Visibility within a global community as a leader advancing change and driving impact.
- Credibility in the workplace as a professional who stays current on trends.
- Expansion of your personal network and the opportunity to enhance your reputation.
- Experience in fiduciary nonprofit board governance to enhance your résumé.

ELIGIBILITY

To be eligible to serve on the IABC International Executive Board (IEB), the applicant must:

1. Be a current IABC member in good standing
2. Have prior fiduciary board experience (with one outside IABC an asset.).
3. Have no conflict of interest (May not serve concurrently on a competitive industry board or have another IABC commitment unless service term will end in time for the new IEB board year).
4. Complete all application requirements by the 8 January 2019 deadline. (No late applications will be accepted.)
5. Have the time available to fully participate in board work

Candidates who do not meet the above eligibility criteria will not move forward for consideration.

SERVICE ON THE IEB

IABC is committed to [diversity and inclusion](#). Our ultimate goal is to achieve a diverse mix of board members who together provide a range of perspectives, wisdom and abilities to steward the global association and accomplish its strategic purpose.

IABC's IEB is a competency-based board. [The Nominating Committee](#) screens candidates against the established competencies as outlined in the [IABC Policy Manual, Appendix F](#) (page 42). Per [IABC Bylaws](#), consideration is also given to geographic, demographic and cultural diversity. See Appendix A for the IEB scoring rubric.

IABC looks for candidates who are strategic thinkers and who demonstrate:

- Proven leadership ability.
- Belief in IABC's vision and purpose to serve the profession.
- Embodiment of IABC shared values.
- Global experience and understanding of trends impacting the industry.
- A range of knowledge essential to carrying out fiduciary duties and organizational oversight, including strategic planning, financial and business acumen, risk management, and more.

WHAT TO EXPECT: ROLES AND RESPONSIBILITIES

As the governing body of IABC and to satisfy its fiduciary duties, the IEB is responsible for:

- Setting the strategic intent, vision and purpose of the association.
- Selecting and evaluating the performance of the Executive Director.
- Strategic planning and organizational oversight.
- Ensuring strong fiduciary oversight and financial management.
- Approving and monitoring the organization's programs and services.
- Managing organizational risk and upholding the public trust.
- Assessing its own performance as the governance body of the organization.

Board members are expected to:

- Know the organization's vision, policies, programs and needs.
- Faithfully read and understand the organization's financial statements.
- Serve as active advocates and ambassadors for the organization and fully engage in identifying and securing financial resources, such as the sponsorship and partnership potential needed to achieve outcomes.
- Prepare for, attend, and conscientiously participate in board meetings.
- Act as liaison to one or more standing board and/or programmatic committees.

BOARD LEADERSHIP ROLES

Click on the role description to learn more:

- [Chair \(one-year term\)](#)
- [Vice chair \(one-year term, three-year commitment serving as chair, vice chair and past chair\)](#)
- [Past chair \(one-year term\)](#)
- [Secretary/Treasurer \(one-year term\)](#)
- [Director \(three-year term\)](#)

Vacancies on the 2019–2020 IEB include:

- Vice chair
- Secretary/Treasurer
- Directors

BOARD LIAISON ROLES

IABC has two types of committees to accomplish the work of achieving its goals: standing board committees and programmatic committees. Board committees work as an extension of the IEB and carry out the work of the board. Some of these committees are chaired by a board director. Programmatic committees work closely with and act as an extension of staff to help accomplish objectives against the annual operational plan. Short-term task forces may also be convened to achieve specific outcomes aligned to strategy.

Board members serve as liaisons to one or more committees or task forces each year, where their principal duties are to:

- Assist the committee chair in working according to an annual work plan aligned to the terms of reference and strategic objectives for the committee.
- Report progress against the work plan to the board and resolve any issues.
- Ensure committee actively engages in succession planning in advance of the open call nominating process.

The board's work is furthered through the work of the following board committees:

- The **Ethics Committee** assists the IEB in providing input on policy, standards, strategic development, education and monitoring in relation to ethical matters and upholding the IABC Code of Ethics.
- The **Finance Committee** assists the IEB in fulfilling its responsibility to monitor the financial health of the organization and ensure that its assets are protected, and its resources are used properly.
- The **Audit and Risk Committee** assists the IEB in fulfilling its responsibility relating to bringing objective oversight to material aspects of the association's financial reporting, internal controls and external financial audit and identification, evaluation and (where relevant) mitigation of risks, by management, the IEB and its committees.
- The **Investment Committee** assists the IEB in developing an investment strategy, overseeing a financial adviser, and supervising investments of IABC funds.
- The **Nominating Committee** assists the IEB in fulfilling its responsibility to identify qualified individuals to serve on the board.
 - The **Committee on Committees** (nominating committee for committees) assists the IEB in fulfilling its responsibility to identify qualified individuals to serve on its international committees and task forces.
- The **Fellows Committee** assists the IEB in identifying the association's most esteemed and distinguished members through the Fellows lifetime achievement designation, and supports the program itself.
- The **Council of Regions** assists the IEB in serving chapters and members-at-large.

STRATEGIC PLAN

Currently, the IEB is engaged in a robust 2017–2020 strategic plan that is based on the following four strategic priorities:

- **Advance the Profession** → Advance awareness of communication as a strategic leadership function within organizations, demonstrating its impact on business performance
- **Create Connection** → Create global peer connections, facilitating ways for practitioners to interact and support each other

- **Develop Strategic Communicators** → Develop opportunities of learning, leadership and recognition to help communicators become trusted business advisers to the C-suite
- **Organizational Excellence** → Good governance that inspires trust and builds the credibility of the association

IABC approved a long-term strategic intent with a renewed vision and purpose in June 2017, setting the foundation for the 2017–2020 strategic plan. View progress against first-year objectives in the [2017–2018 annual report](#).

The 2019–2020 board will oversee outcomes for the last year of the 2017–2020 strategic cycle, and will be responsible for delivering the next three-year strategic plan (2020–2023).

For this reason, candidates who are passionate about IABC's vision and show strength in strategic planning, financial acumen and risk management are preferred. To balance cultural diversity on the board, and in keeping with IABC's Diversity and Inclusion policy, eligible candidates from outside North America and other under-represented groups are strongly encouraged to apply.

COMMITMENTS: TIME AND OUT-OF-POCKET EXPENSES

The board will meet every other month, for a total of six times per year. Four meetings will be conducted through video conference, averaging 90–120 minutes each. Two of the meetings are in person, one at World Conference in June and the other at Leadership Institute in February. In addition, members of the board are assigned to serve as a board liaison to a committee or task force. These teams usually meet monthly for 60-minute video-conference calls.

All board and committee calls require time for preparation follow-up, and execution of various action items as assigned.

Executive Committee members (chair, vice chair, past chair, secretary/treasurer, and one appointed IEB director) have an additional Executive Summit to attend in person (normally held in July) and convene via video calls in the months when the board does not meet.

Average time commitment per month:

- Chair: 30–40 hours
- Vice chair: 30 hours
- Past chair: 20 hours
- Secretary/Treasurer: 15–19 hours
- Director: 6–8 hours

IABC financially supports members of the IEB to attend two, in-person meetings each term: World Conference and Leadership Institute. This includes their registration fee for the event, round-trip economy airfare, hotel room and tax (two nights for travelers whose in-flight time is less than seven hours and three nights for travelers whose in-flight time is over seven hours) and transportation to/from airport to hotel in the destination city.

While the association will cover the travel costs discussed above, you can expect out-of-pocket expenses on average from US\$1,800-US\$2,000 per year.

Upon completion of the application, you will be asked to accept the following statement:

I realize that service in a leadership role involves a financial and time commitment. I realize that serving on the board will require out-of-pocket expenses and that attendance at board meetings and other IABC business meetings is expected throughout the term of office.

HOW TO APPLY

Please fill out the [online application form](#). Ensure that your references are aware they will be asked to provide a letter of recommendation. Applicants may be contacted by the Nominating Committee for an interview via video or telephone call.

Application requirements: [online application form](#)., three references, resume/cv and video submission (see below).

Deadline: Tuesday, 8 January 2019, at 11:59 p.m. PST

Please address any questions about how to apply to the IABC governance department at governance@iabc.com.

APPLICATION PROCESS AND TARGETED TIMELINE:

Closing date for applications	8 January 2019
Peer evaluation process	Mid-January
In-person Nominating Committee selection meeting	9 February 2019
Notification of election to nominee	Mid-February
Final appointment and approval by full board	13 March 2019
Outreach to all candidates	End of March
Ratification of IEB slate during Annual General Meeting	8 June 2018

Applicants for vice chair and secretary/treasurer must complete an interview with the full Nominating Committee on 9 February 2019. (The interview will be conducted either through Skype video-conference or in person at Leadership Institute in Long Beach, California. Travel and accommodation costs will not be covered by IABC if a candidate chooses to attend the in-person interview.)

VIDEO SUBMISSIONS

Create a one-minute digital video that answers the question:

What is the biggest contribution you hope to make as an IABC board member?

Please limit your video to 60 seconds or less. It does not have to be studio quality—videos filmed on cell phones, digital cameras, webcams or other devices will work.



IABC IEB Scoring Rubric

Per its policies, IABC elects members of the international executive board (IEB) based on a set of core competencies that will contribute to the long-term sustainability and success of IABC. IEB members, as a collective team, should have depth, demonstrated experience and capabilities in the following competencies:

- Problem solving
- Leadership
- Global perspective
- Strategic thinking
- Business

1. Problem solving						
7	6	5	4	3	2	1
Compelling example(s) of balancing courageous decisions with good judgment Superior problem solving and decision-making skills	A clear case made on innovative problem-solving skills and decision-making experience A sustained background of good judgment	Solid background in problem solving and creative decision-making Shows reliability and good judgment in multiple roles Impact well-articulated	Sufficient examples of effective problem solving Impact limited to a single area, i.e., a team dynamic or outcome within a department	Some examples provided demonstrating effective problem solving, but impact unclear) Small amount of evidence on good judgment and problem-solving skills) Outcomes of problem solving and decision making is unclear	Insufficient evidence for rating

Compelling examples of their ability to thrive and achieve in a team environment	Impact across multiple areas	across a variety of levels				
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2. Leadership

7	6	5	4	3	2	1
An outstanding contribution to all organizations for which they've worked Significant impact on colleagues and teams led Impressive recognition in professional (global or regional)	Significant achievements evident across many positions Clear impact on colleagues and teams led Recognition in profession Clearly lives by the <u>IABC Code of Ethics</u>	Impact of work is presented for most roles Evidence of impact on colleagues and teams	Acceptable evidence of impact on colleagues and teams in at least one role Consistent level of responsibility within professional roles Some career achievements / impact provided	Some background with serving in team environments Some indication of influence on colleagues	Limited evidence of impact on organizations and colleagues Limited information or examples on leadership roles in team environments	Insufficient evidence for rating

Embodies the <u>IABC Code of Ethics</u>						
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3. Global perspective						
7	6	5	4	3	2	1
Extensive understanding of the global communication environment Extensive insight into the needs of members as it relates to a future-focused IABC Extensive experience working in global organizations or businesses	Significant understanding of the global communication environment Recognition for insights and thought leadership Significant understanding of global organizations or businesses Significant insight on the needs of	Good amount of global communication understanding Clear understanding of global organizations or businesses Clear insight on the needs of members as it relates to a future-focused IABC	Acceptable understanding of global communication understanding Some understanding of global organizations or business Some insight on the needs of members as it relates to a future-focused IABC	Some understanding of global communication environment Some insight on the needs of members as it relates to a future-focused IABC	A very limited understanding of global communication environment Very little insight on the needs of members as it relates to a future-focused IABC	Insufficient evidence for rating

Demonstrates global thought leadership	members as it relates to a future-focused IABC					
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4. Strategic thinking						
7	6	5	4	3	2	1
<p>Outstanding commitment to the strategic direction of IABC A prolific understanding of future-focused strategic thinking and its importance Compelling understanding of the association and its influencers (<i>such as constituents, technology and</i></p>	<p>Strong commitment at multiple levels of the association and its strategic direction Clear understanding of future-focused strategic thinking and its importance A strong understanding of the association and its influencers (<i>such</i></p>	<p>Good amount of commitment at multiple levels of the association and its strategic direction Good understanding of future-focused strategic thinking and its importance Good understanding of the association and its influencers (<i>such</i></p>	<p>Fair level of commitment at multiple levels of the association and its strategic direction Some understanding of future-focused strategic thinking and its importance Fair understanding of member needs and impacts to the profession</p>	<p>Limited commitment at multiple levels of the association and its strategic direction Limited understanding of future-focused strategic thinking and its importance</p>	<p>Some level of commitment to IABCs strategic priorities, but understanding is not clearly articulated</p>	<p>Insufficient evidence for rating</p>

<i>trends in communication)</i>	<i>as constituents, technology and trends in communication)</i>	<i>as constituents, technology and trends in communication)</i>				
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5. Business acumen						
7	6	5	4	3	2	1
Compelling financial knowledge and understanding Embodies superior understanding of the importance of financial decisions Superior experience in sponsorships/fundraising	Strong financial knowledge and understanding Strong understanding of the importance of financial decisions Strong experience in sponsorships/fundraising	A good amount of financial knowledge and understanding Good understanding of the importance of financial decisions	Fair financial knowledge and understanding Fair understanding of the importance of financial decisions	Some financial knowledge and understanding Limited demonstration understanding the importance of financial decisions	Very few examples of how this person understands and has knowledge of financial decisions and their implications	Little to no evidence of financial knowledge and understanding

Conclusion of scores:

The Five Competencies	Score
Problem solving	
Leadership	
Global perspective	
Strategic thinking	
Business acumen	
Total Score:	/ 35