

POSITION DESCRIPTION

TITLE Member, American Camp Association (ACA) Board of Directors

TERM Three years (renewable for one additional term)

MEMBERSHIP CRITERIA

- Willing to accept and promote the mission, vision, values, and goals of the American Camp Association.
- Possesses professional expertise and influence needed by the American Camp Association and/or represents one or more constituencies needed to provide balance to the Board's membership.
- Has demonstrated significant leadership capability nationally and is willing to provide that expertise to the Board and its committees.
- Willing to make a personal financial contribution at a level that demonstrates commitment and sets a standard for others and is willing to ask others to also give.
- Able and willing to serve effectively as a public representative of the Association and involve others in the work of the American Camp Association.

SPECIFIC RESPONSIBILITIES

- Participate regularly by attending scheduled board meetings, committee or task force meetings as assigned, orientation sessions and special meetings as appropriate.
- Commit to serve on at least one standing committee or task force and to accept special assignments.
- Spend time studying and evaluating issues to become informed and prepared to discuss and vote on issues facing the ACA. Each board member is expected to vote their position after careful consideration of the issue. Tasks which will require preparation and a vote by Board members include:
 - decisions on initiatives, policies, priorities, goals and objectives;
 - participation with other Board members and staff in the formulation, updating, and approval of long range strategies and objectives;
 - nomination and election of members and officers of the Board; and
 - monitoring and evaluation of the effectiveness of the CEO as he/she supervises the projects and programs of the association and how these projects and programs are progressing toward achieving stated ends of the association.
- Support the resolutions and actions of the Board of Directors irrespective of personal opinion as to any such resolution or action.
- Make a personal and/or business contribution to the American Camp Association current support campaign, capital development needs, and/or endowment program as well as solicit funds from others in annual support and capital development campaigns.
- Promote the mission, vision, values, and goals of the American Camp Association to increase public awareness, understanding and support of the organization.

- If necessary, seek assistance from other Board members to enable each member to successfully fulfill the above level of commitment.

TIME DEMANDS

Estimated Time Demands

Regular Meetings:

Board meetings	24 to 48 hour(s)/2 - 3x per year in person; other meetings by conference call
Committee and task force meetings	~12 to 24 hours annually (if all electronic; 12 additional hours if in person)
Communications (reading/phone calls)	~10 hours annually

Occasional Events (varies based on roles):

Fund raising (unless in leadership role)	~6 hour(s)/annually
Leadership Positions (<i>fund raising, committee chair, board officer, special events, etc.</i>)	~6 to 12 hour(s)/annually

OTHER

- Travel, lodging, and meal expenses are reimbursed for board authorized meetings.
- Most meetings will be held in the Indianapolis or Chicago area; one meeting will be held in conjunction with ACA's annual national conference, whose location varies.

BOARD OPERATIONS POLICIES

PURPOSE OF THE BOARD The purpose of the Board, on behalf of the ownership, is to see to it that ACA determines and accomplishes appropriate results for the appropriate people at an appropriate cost, while avoiding unacceptable situations and conditions.

GOVERNING STYLE The American Camp Association Board of Directors has adopted Policy Governance as its governing style. As such, the Board will govern with an emphasis on:

- outward vision rather than internal preoccupation,
- encouragement of diversity in viewpoints,
- strategic leadership more than administrative detail,
- clear distinction of Board and chief executive roles,
- collective rather than individual decisions,
- future rather than past or present,

- pro-activity rather than reactivity, and
- assuring sufficient resources to carry out the goals of the Association.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board's principles. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's principles and perspectives about Ends to be achieved and situations to be avoided. The Board's major policy focus will be on the intended long-term effects outside the Association, not on the administrative or programmatic means of attaining those effects.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
4. The Board will at every meeting monitor the Board's process and performance. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board- CEO Relationship-Policies.

BOARD JOB The job of the Board is to determine and demand appropriate organizational performance.

Accordingly, the Board will produce:

- The link between the organization and the people who are interested or potentially interested in the camp experience.
- Written governing policies that, at the broadest levels, address each category of organizational decision.
 - **Ends:** Organizational effects, benefits, outcomes, recipients, and their relative worth (what benefits, for whom, at what cost).
 - **Executive Limitations:** Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - **Governance Process:** Specification of how the Board conceives, carries out, and monitors its own task.
 - **Board-Executive Director Relationship Policies:** How power is delegated and its proper use monitored; the Chief Executive Officer role, authority, and accountability.
- Assurance of Chief Executive Officer performance against Ends and Executive Limitations policies.

- Complete a formal performance evaluation on the Chief Executive Officer.
- Financial support to the Association's fund development goals, including an annual personal contribution to the association from each Board member, based on personal means.
- Strategic leadership to the Association's public policy priorities based on all available information

ASSOCIATION BOARD PRINCIPLES

In its commitment to achieve 20,000,000 children and youth at camp and 20,000 participants in ACA by the year 2020, the Board of Directors establishes the following principles related to the Board:

1. The National Board believes that all board members, present and future, must:
 - understand and value the vital role camps play in the development of healthy children and young people;
 - advocate articulately for ACA and its vision in political, social, community and business forums;
 - access, activate and lead volunteers through corporate, civic and governmental connections;
 - engage philanthropic or corporate networks to solicit and secure immediate and long term financial resources for ACA;
 - advance the mission, vision, values and ends of ACA by extending personal and professional credibility, expertise, and leadership to the organization; and
 - think broadly and strategically about the role of camps and of ACA.
2. ACA is committed to having half of its National Board members from the public.
3. ACA is committed to recruiting board members from ethnically diverse communities.
4. ACA is committed to having board members from throughout the United States and from a broad spectrum of professions.
5. ACA is committed to recruiting board members who can connect the association to individuals and organizations of influence outside of ACA who also believe in youth development and the camp experience
6. ACA is committed to recruiting board members who will support the association with their wisdom and wealth, at the greatest level possible for each individual.
7. The National Board is also committed to evaluating and adjusting its meeting and communication policies and practices in order to make the best use of time for its members.