

ASSOCIATION FOR FEDERAL ENTERPRISE RISK MANAGEMENT

Board and Committee Roles and Responsibilities

Updated: February 2025

Role/Responsibilities of the AFERM National Board of Directors

COMPOSITION

The AFERM National Board of Directors (NBD or “the Board”) is composed of the following roles:

- President
- President-elect
- Immediate Past President
- Secretary
- Treasurer
- Vice President, Audit and Finance
- Vice President, Operations
- Vice President, Outreach and Communications
- Vice President, Events
- Treasurer-elect

These are all elected positions.

ROLE OF THE BOARD

The Board has the responsibilities for managing the affairs of the Association, its direction, priorities, resource allocations, and financial performance and planning. The ultimate responsibility for the Association's programs, activities, and fiscal integrity rests with the NBD. The Board sets the leadership tone for the Association by:

- Planning the future direction of the Association;
- Ensuring that the needs of the membership are met;
- Evaluating and approving the programs, priorities and activities of the Association;
- Establishing the policies to guide the conduct of the Association;
- Upholding the Bylaws of the Association.

BOARD MEMBER ROLES AND RESPONSIBILITIES

The Presidents and Vice Presidents will oversee a portfolio of committees, as determined and agreed upon by the NBD, for which they will serve as the Board's primary point of contact. In that role, they will liaise with committee chairs to keep informed of activities, developments and program status; be available to assist in addressing any issues or concerns, including preparation of proposals/matters for Board consideration; offer input on plans, activities and programs; and assist with succession planning.

President

The President is the chief elected officer of the Association and serves as Chair of the National Board of Directors. The President shall exercise personal leadership in the motivation of board members, committee chairs, committee members, and membership, and influence the establishment of goals and objectives for the organization during the term of office.

Responsibilities:

- Presides at all meetings of the members and the Board of Directors.
- Sets objectives for the Board.
- Responsible to the Board of Directors and to the membership for seeing that the programs and policies of the Association reflect the needs and aspirations of the membership.
- Sees that all decisions and resolutions of the Board of Directors are carried into effect.
- Authorized to commit and expend Association funds
- Appoints the chair/co-chair of AFERM committees, councils and task forces, and outlines the purpose and duties of these bodies.
- Promotes interest and active participation in AFERM on the part of the membership and sponsors and communicates the activities of the Board and Association to members and sponsors. Attends Sponsorship Committee meetings.
- Serves as a spokesperson for the Association to the press, the public, legislative bodies, and related organizations.
- Responsible for the orientation and transition of the President-elect to the duties of the President.

Committee Oversight:

The President will be responsible for oversight of the following AFERM Committees:

- Planning Committee
- Sponsorship Committee
- State and Local Outreach Committee

President-Elect

The President-Elect is the second highest ranking elected officer of the Association, and at the conclusion of the President's term of office, automatically succeeds to the office of President.

Responsibilities:

- In the absence or incapacity of the President, performs the duties and exercises the powers of the President
- Works closely with the current President to learn the duties of the Presidency to prepare to assume that office.
- Serves as a member of the Board of Directors and other committees as assigned by the President.
- Authorized to commit and expend Association funds.
- Represents the Association with other associations, industry groups, or other organizations as may be assigned by the President or Board of Directors.

Committee Oversight:

The President-elect will be responsible for oversight of the following AFERM Committees:

- Knowledge Capital Committee

- Nominating Committee

Immediate Past President

The Past President position is that of advisor to the President and the Board of Directors.

Responsibilities:

- Serves as advisor to the President of the Association.
- Oversees special projects of the Association.
- Promotes interest and active participation in the Association on the part of the membership.
- Assumes a key role in the orientation and transition of the President-Elect to the duties of the President.

Committee Oversight:

The Immediate Past President-elect will serve as AFERM's liaison to its Communities of Practice/Communities of Interest (i.e., Cyber-ERM Community of Interest, Data Analytics and Risk Technology Community of Practice, and Small Agency Community of Practice). These responsibilities include coordinating status reports for Board awareness, assisting in identifying and securing speakers for COI/CoP events, and raising issues of importance to the COIs/CoPs to the Board.

The Immediate Past President will be responsible for oversight of the following AFERM Committees:

- Annual Awards Committee

Secretary

The Secretary is responsible for preserving and protecting all official records of the Association. The Secretary's primary responsibilities include recording the minutes and roll call, helping plan and maintain the Board's agenda throughout the year, maintaining Board and Committee Chair/co-Chair membership lists and contact information, and sending out notices.

Responsibilities:

- Serves as member of the Board of Directors.
- Attends all meetings of the Board of Directors and ensures that attendance, votes and proceedings of the meetings are recorded and maintained in the permanent records of the Association.
- Conducts roll call of Membership and Board of Directors meetings for the official records and to establish the presence of a quorum.
- Ensures that copies of the minutes of the Board meetings are approved and provided to the Board members.
- Documents and maintains AFERM's internal governance and processes/procedures, roles and responsibilities of AFERM's board and standing committees, and how AFERM interfaces with its external stakeholders.
- Develops and disseminates Board orientation materials for new Board members.
- On an annual basis, reviews the Association's Bylaws and policies and recommends

revisions as appropriate to reflect changes in applicable legal and regulatory requirements; changes in board governance; and to maintain standards of best practices.

- Performs such other duties and assumes such responsibilities as may be assigned by the President or Board of Directors.

Treasurer

The Treasurer is responsible for maintaining timely and accurate accounting records for the Association. This involves preparing the financial reports, which include budgets, profit-and-loss statements, balance sheets, and cash flow statement. In addition to maintaining a bank account and managing cash flow, the Treasurer informs the Board of the Association's financial condition and helps set the financial policies that govern a nonprofit.

Responsibilities:

- Serves as member of the Board of Directors.
- Ensures that the Association maintains accurate financial records.
- Reviews Chapter expenditures and financial status on a regular basis to ensure overall fiscal integrity.
- Ensures that regular financial reports are submitted to the Board of Directors.
- Authorized to commit and expend Association funds.
- Performs other duties assigned by the President or Board of Directors, which may include serving as chair or member of other committees.

Treasurer-elect

The Treasurer-elect automatically succeeds to the office of Treasurer at the conclusion of the Treasurer's term.

Responsibilities:

- In the absence or incapacity of the Treasurer, performs the duties and exercises the powers of the Treasurer.
- Works closely with the current Treasurer to learn the duties of the Treasurer to prepare to assume that office.
- Authorized to commit and expend Association funds.
- Serves as a member of the Board of Directors and other committees as assigned by the President.

Vice President, Audit and Finance

The Vice President, Audit and Finance is primarily responsible for recommending the annual budget to the Board for approval.

Responsibilities:

- Recommends the annual budget to the Board for approval.
- Coordinates and collaborates with Board officers and Committee Chairs/Co-Chairs to validate budget assumptions and develop cost estimates for current and planned Association programs and initiatives.
- Advises the Board on whether to approve, retain and terminate legal counsel and

other professional experts.

- Collaborates with the VP, Operations to address any issues related to the Association's business operations.
- Recommends proposed budget for Audit Committee.
- Serves as a member of the Board of Directors and other committees as assigned by the President.

Committee Oversight:

The Vice President, Audit and Finance will be responsible for oversight of the following AFERM Committees:

- Audit Committee

Vice President, Operations

The Vice President, Operations is responsible for planning, directing, coordinating, and overseeing the operations activities of the Association, ensuring development and implementation of efficient operations and cost-effective systems to meet current and future needs of the Association.

Responsibilities:

- Directs and oversees the implementation, management, and maintenance of the Association's information technology infrastructure including, but not limited to, website, database management, event and membership registration, and collaboration technology.
- Recommends IT infrastructure improvements to the Board.
- Recommends strategies to the Board for expanding AFERM membership by attracting new members and retaining current members on an ongoing basis.
- Recommends strategies for identifying, placing and recognizing volunteers through a collaborative process at AFERM.
- Recommends proposed budget for the Infrastructure and Operations Committee, Membership Committee, and Volunteer Committee.
- Collaborates with the VP, Audit and Finance to address any issues related to the Association's business operations.
- Serves as a member of the Board of Directors and other committees as assigned by the President.

Committee Oversight:

The Vice President, Operations will be responsible for oversight of the following AFERM Committees:

- Infrastructure and Operations Committee
- Membership Committee
- Volunteer Committee

Vice President, Outreach and Communications

The Vice President, Outreach and Communications is responsible for oversight of the AFERM newsletter, the promotion of AFERM at the annual ERM Summit and at partner

conferences, the dissemination of useful and timely communications via the website, social media accounts, email, and other channels, and AFERM's partner relationships.

Responsibilities:

- Recommends proposed budget for Communications Committee and Social Media Coordinators.
- Oversees the publication of the AFERM Newsletter.
- Oversees the development and dissemination of timely communications of interest to members and sponsors via the website, social media accounts, email, and other channels.
- Approves website and communications content.
- Advises the Board on strategies to improve communications with membership.
- Ongoing management & oversight of all AFERM partner organizations, including annual review of MOUs and continued communication with partners
- Serves as a member of the Board of Directors and other committees as assigned by the President.

Committee Oversight:

The Vice President, Operations will be responsible for oversight of the following AFERM Committees:

- Communications Committee
- Social Media Coordinators

Vice President, Events

The Vice President, Events is responsible for overseeing the planning, development, and execution of a diverse portfolio of events including, but not limited to, the annual AFERM Summit, webinars, workshops, and co-sponsored events. The VP, Events will ensure AFERM events are well-executed, align with AFERM's mission and strategic goals, and accomplish their stated objectives.

Responsibilities:

- Provides leadership and oversight for all events, working with the AFERM Board, Summit Committee and Programs Committee to envision, plan, and execute impactful events that help strengthen AFERM's brand, membership and sponsorship engagement, and partnerships.
- Provides efficient management of events to ensure that established revenue goals are met while staying within the approved budgets, including developing merchandising plans.
- Creates and maintains an annual AFERM events calendar; defining cadence, formats, and goals of each event.
- Develops proposals for new, mission-aligned events and recommends appropriate partnerships for co-sponsored events for Board approval.
- Coordinates with the VP, Outreach and Communications to develop and implement the marketing, advertising, and social media plans for all events.

- Recommends proposed budget for Summit Committee and Programs Committee
- Serves as a member of the Board of Directors and other committees as assigned by the President.

Committee Oversight:

The Vice President, Events will be responsible for oversight of the following AFERM Committees:

- Summit Committee
- Programs Committee

Summary of Committee Oversight by Board Members

Presidents:

President	President-elect	Past President
• Planning Committee • Sponsorship Committee • State and Local Outreach	• Knowledge Capital Committee • Nominating Committee	• Annual Awards Committee • Liaison to Communities of Interest / Communities of Practice

Vice Presidents:

VP, Audit & Finance	VP, Operations
• Audit Committee	• Membership Committee • Volunteer Committee
VP, Outreach and Communications	VP, Events
• Communications Committee • Social Media Coordinator	• Summit Committee • Programs Committee

Role/Responsibilities of Committees

COMMITTEE FUNCTION

Committees are advisory to the Board of Directors. Committee recommendations cannot be implemented and are not authorized until the Board has given its approval. Committee Chairs and Co-Chairs are appointed by the President on an annual basis and are subject to Board ratification.

ROLE OF COMMITTEE CHAIRS / CO-CHAIRS

The persons selected to serve as committee chairs are intended to be persons who readily accept responsibility, foster creativity, keep the committee on the topic and achieving its objectives.

The chair/co-chair's responsibilities and duties include the following areas:

- Defining the committee's goals and objectives for the year with the President or Vice President with oversight responsibility
- Planning committee meetings and agendas
- Evaluating committee efforts and communicating recommendations to the Board
- Maintaining records and relevant information on committee work.
- When requested, submitting a written Committee Report for the Board Book in a timely manner

SPECIFIC COMMITTEE RESPONSIBILITIES

Annual Awards Committee

The Annual Awards Committee is charged with selecting recipients of AFERM's annual awards, including but not limited to: ERM Leader of the Year, ERM Professional of the Year, Volunteer of the Year, and ERM Hall of Fame. The Committee will approve recipients of scholarships for the RIMS CRMP-Federal Credential. The Committee will also coordinate with sponsoring organizations of other scholarships for AFERM members (i.e., GMU CRO Program scholarship).

- Committee Chair: AFERM Past President
- Committee Members: AFERM President, AFERM President-elect, RIMS representative, scholarship organization representative (i.e., GMU), and AFERM sponsor hosting the Annual Awards Ceremony at the AFERM Summit.
- Key Deliverables: List of award and scholarship winners

The Immediate Past President will oversee the activities of this Committee.

Audit Committee

The Audit Committee is charged with oversight of all material aspects of AFERM's financial reporting, internal control, risk management and audit functions. The Committee consists of three members that have sufficient financial expertise to understand and evaluate AFERM's financial transactions and internal control procedures. The Bylaws spell out the specific duties of the Audit Committee, as well as limitations on its authority.

- Per AFERM Bylaws, the National President shall, in consultation with the National President-elect, appoint or approve the appointment of the members of the Audit Committee. The Audit Committee shall be comprised of three (3) members: one

member shall include a past National Treasurer when such an individual is available to serve; and two at-large members. The members of the Audit Committee shall elect a member to serve as Chair. All Audit Committee appointments shall be ratified by the NBD.

The Vice President, Audit and Finance will oversee the activities of this Committee.

Communications Committee

The Communications Committee is responsible for publishing the quarterly AFERM newsletter, coordinating the promotion of AFERM at the annual ERM Summit and at partner conferences, and facilitating the dissemination of useful and timely communications via the website, social media accounts, email, and other channels.

- The Communications Committee Chair will oversee the AFERM Webmaster in regard to managing certain content on the AFERM website and developing communications for AFERM members, sponsors, and partners.
- The Communications Committee Chair will oversee the AFERM Social Media Coordinators in regard to managing AFERM's social media presence on LinkedIn and Twitter, among other social media outlets.

The Vice President, Outreach and Communications will oversee the activities of this Committee.

Knowledge Capital Committee

The Knowledge Capital Committee is responsible for the planning, development, delivery, and monetization of intellectual property assets (both physical and digital) for AFERM members.

The Knowledge Capital Committee will:

- Review, assess, and recommend improvements and additions to its archive of intellectual property assets for revenue generation and repurposing potential; accessing a reservoir of knowledge capital generated through the Summit presentations, AFERM-sponsored webinars, AFERM-sponsored thought leadership, and other AFERM sources of content.
- Create an effective and seamless system for categorizing and archiving materials on the AFERM website for easy searches and location of resources.
- Lead coordination efforts with sponsors, associate sponsors, and other organizations in the development of AFERM-sponsored intellectual capital.

The President-elect will oversee the activities of this Committee.

Membership Committee

The Membership Committee is responsible for expanding AFERM membership by attracting new members and retaining current members on an ongoing basis.

- The Membership Committee will propose and implement a Board-approved membership development and retention plan.
- The Membership Committee will process membership dues and renewals, and provide follow-up as needed
- The Membership Committee will maintain member and prospect databases in AFERM's association management system according to industry standards.
- The Membership Committee will distribute membership/dues reports to the AFERM

Board quarterly.

The Vice President, Operations will oversee the activities of this Committee.

Nominating Committee

The Nominating Committee is charged with recruiting, evaluating, and selecting nominees for open AFERM Board positions. The Committee evaluates new candidates and annually reviews the skills and characteristics required of nominees in the context of current board composition. The Committee recommends orientation and continuing education programs to assist Board Members in skill and knowledge development.

- Committee Chair: AFERM President-elect
- Committee Members: AFERM President, AFERM Past President
- Key Deliverables: Slate of Board Candidates for Board and Membership Approval.

The President-elect will oversee the activities of this Committee.

Planning Committee

The Planning Committee in consultation and coordination with the Board, facilitates the development of AFERM's strategic plan, helps drive implementation of agreed-upon strategic initiatives, and monitors and reports on progress of those initiatives for the Board.

The President oversees the activities of this Committee.

Programs Committee

The Programs Committee is responsible for organizing luncheons, workshops and networking events in which thought leaders or practitioners share ERM insights and experiences and engage in dialogue on various ERM topics and issues.

The Vice President-Events oversees the activities of this Committee.

Sponsorship Committee

The Sponsorship Committee manages AFERM's relationships with organizations seeking to enhance their brand and increase their exposure within the ERM community by partnering with AFERM.

- Collaborating with the RIMS Liaison/RIMS-CRMP-FED Coordinator to foster AFERM's relationship with RIMS and promote partnering opportunities.
- Liaising with the Committee members to ensure corporate sponsors are maximizing their free membership benefits.

The President oversees the activities of this Committee

State and Local Outreach Committee

The State and Local Outreach Committee is designed to promote ERM education and professional development by bridging federal, state, and local ERM government entities. This involves creating an inclusive environment where opportunity exists to exchange ideas, share effective practices, and discuss common experiences for the betterment of all ERM government practitioners.

The President oversees the activities of this Committee.

Summit Committee

The Summit Committee is responsible for all planning leading up to the annual AFERM Enterprise Risk Management Summit.

The Vice President – Events oversees the activities of this Committee.

Volunteer Committee

The Volunteer Committee is responsible for identifying, placing and recognizing volunteers through a collaborative process at AFERM, which is an all-volunteer run organization.

The Vice President, Operations oversees the activities of this Committee.