TO: Maria Teresa Tattro, President CIES
     Executive Committee
     Board of Directors

FROM: Futures sub-Committee on CIES Management, David Baker (Chair),
     Karen Biraimah, Inese Berzina-Pitcher, Gilbert Valverde, Saamira Halabi,
     Jason Lane

DATE: March 22, 2011

RE: Possibility of Employing an Executive Director for CIES

The Issue:

As CIES has become larger and more dynamic, a number past and current Society leaders have
raised the idea to employ an Executive Director to 1) assist in the day-to-day management of the
Society; 2) help to develop and implement long-term development plans for the Society; and, 3) to
assist in fund-raising. Currently, with the exception of membership accounting by Univ. of
Chicago Press, the management of the Society is done primarily by member-volunteers (with
assistance of GA’s that the Society provides some funding), who often come to leadership
positions without much experience in the management of a professional association. It is also
the case that in the past several years fewer among our membership are willing to take on the
role of the secretariat-treasurer, which is responsible for many management tasks. For example,
we are fortunate that Alan Wagner and Jason Lane and the SUNY Albany team undertook the
secretariat-treasurer task, as they were the only group to present a bid to do so (also their bid
recognizes the need to transition to an Ex. Dir.). Further, several past nominations committees
have informally reported that some prominent members are reluctant to stand for election to
leadership positions because of the burden of Society management. Leadership should be freer
from management responsibilities so that it can focus on substantive development of the Society.
To continue to diversify and expand leadership opportunity for members, and to increase the
Society’s ability to organize effectively into the future, it is an opportune time to address this
issue.

Recommendations:

Given the different hiring models, job descriptions, and cost implications for the services of an
Executive Director and future implications for CIES, we are NOT NOW recommending that the
BOD approve the hiring of an Executive Director. Instead, we recommend that the next step be
to commission a committee to develop a comprehensive proposal that fits CIES the best for the
consideration by the BOD in the near future. Preliminary information on many aspects of this
issue that the sub-committee was able to collect is presented below. Specifically, we recommend
that:
1) BOD approve the creation of a Executive Director Planning Committee. The charge of the committee will be to explore all possible models, costs, and job descriptions and propose a best plan of action for the BOD’s future consideration. Also included in the proposal would be a transition plan, and a plan for the reconfiguration of the secretariat-treasurer’s role in the future if the BOD decides to retain an Executive Director.

2) Executive Director Committee should at least include Teresa Tatto, Ratna Ghosh, David Baker, Jason Lane, Alan Wagner and several CIES members at large with past experience in the Society’s leadership.

3) If, and after, the BOD approves the proposal presented by the Executive Director Committee, the Executive Director Committee would then be given the additional charge to enact the plan.

**Preliminary Information:**

The sub-committee researched related issues from colleagues in the business of professional associations management, consultation with an associations management company, and web searches. These are examples only, not a comprehensive list, and not all necessarily fit the needs of CIES.

**Examples of Job Responsibilities:**

- **Financial, Tax and Risk Management** – Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations
- **Human Resource Management** – Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations
- **Community and Public Relations** – Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders
- **Fundraising** – Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation
- **Administration** – Maintain official records and documents, and ensure compliance with federal, state and local regulations.
- **Project Management** – Work with the board of directors to develop policies, guidelines and priorities around projects
- **Legal Compliance** – Oversee legal transactions and ensure compliance with current laws and regulations
- **Plan and Organize annual conference**
- **Other Duties** – Perform other duties as assigned by the Board
Sample Job Description:

Executive Director for the Association for Education Finance and Policy

Location: Flexible
Compensation: Commensurate with experience
Start Date: Immediately

The Association for Education Finance and Policy (AEFP; www.aefpweb.org) is accepting applications for the position of Executive Director. AEFP is a non-profit professional and academic association with approximately 450 members representing a variety of disciplines, perspectives and points of view. The association encourages intellectually rigorous inquiry and scholarship designed to improve understanding and practice of education finance and policy.

The Executive Director, in conjunction with the Board, is responsible for implementing the strategic goals and objectives of AEFP. The new Director will support the activities of the Board and aid in achieving the organization’s philosophy, mission, strategy, and its annual goals and objectives. The specific duties of the Executive Director include the following:

- General Administration – maintain address, email, phone, association files, etc.
- Annual conference – manage details and logistics of annual conference
- Membership – maintain member database; implement plans for member recruitment, new member processing, and member retention;
- Financial Activities – maintain budget in conjunction with AEFP Treasurer, maintain financial records and tax documentation, general financial management;
- Governance – aid the President in the conduct of Board Meetings including preparation and meeting management; aid board committee chairs in facilitating meetings and related committee responsibilities;
- Publications and Communications – manage journal publication contract, prepare and distribute a quarterly electronic newsletter, foster positive relations with external constituencies
- Website – provide web site hosting, manage relationship with Web services provider

Possible Models for Meeting Association Management Needs:

Option 1 – Contract an association management company

Procedure: Hire an association management firm that provides the executive director responsibilities by the firm’s staff. Example is Smithbucklin Co.

Pro’s:

- Established expertise in association management.
- Staff with multiple levels of expertise.
• Reduced risk of unforeseen human resource challenges.
• Improved financial controls and practices.
• Flexibility: Change, expand or downsize staff resources quickly and without the burden of hiring or firing.
• Accessible experts: firm can provide one-off support on a variety of projects and challenges.
• Improved access to professional service organizations: Access to law firms and public accounting firms with strong association practices

Con’s

• Can be expense, industry norm is 45 to 50% of annual revenues
• Mostly a model for associations with annual revenue in excess of $1 million.
• Firm may not have industry-specific knowledge.
• Less flexibility in hiring.
• Less flexibility in cost.

Costs: Negotiable, but standard is 45 to 50% of annual revenue, although smaller AMC’s may contract for less.

Option 2 – Hire an independent Executive Director

Procedure: List open position on relevant websites and independently hire an individual, or retain an executive search firm that specializes hiring in ED’s for professional associations.

Pro’s

• Flexibility in hiring: opportunity to select individual who possesses industry-specific knowledge and who is a good fit for the organization.
• Part-time possibility
• Cost-effective: potential for hiring a competent individual with lower levels of experience.
• Opportunity to develop close relationship.
• CIES could choose best location for ED to be based, such as Washington DC

Con’s

• Hiring process requires time and human resources.
• Burden of managing individual.
• Potential for lower levels of expertise and experience.
• Difficulty in hiring professional part-time.

Costs: Seems to be a considerable range depending on level of professional training and responsibilities. Best estimate for experienced professional is annually $75 to $80K plus benefits for full time.
Hiring Process

We have a list of a number of recommended executive search firms that specialize in finding ED’s for professional associations that will assist in job description, advertising, and hiring; costs average about 25-30% of first year salary, fee to be paid by CIES. There are also good web sites for posting job description.