

**COUNCIL ORGANIZATIONAL STRUCTURE  
AND  
COUNCIL LEADER JOB DESCRIPTIONS  
Approved November 21, 2017**

**SCIENTIFIC COUNCIL PURPOSES**

In order to enhance the Board of Directors' ability to manage the affairs of the Society, some of the activities of the Society conducted outside the auspices of the Board and Committees shall be divided among the Scientific Councils established by the Board. Councils are responsible for:

- executing the responsibilities assigned to the Council by the Board of Directors
- providing specialty expertise / guidance / content to the Board, Committees, and Society programs and services
- assessing and representing the discipline-specific needs of the Council members to the Board
- developing proposals for programs and services to meet Council members' needs and to further the Society's strategic goals
- working with the Committees and staff to implement approved proposals in accordance with established Society policies and procedures
- identifying opportunities to collaborate with other Scientific Councils and with other organizations on projects of mutual interest and benefit

**ORGANIZATIONAL STRUCTURE**

**Operating Board**

Each Council shall be governed by an Operating Board which shall consist of three officers (a Chair, a Vice-Chair, a Past Chair) and the Leader of each Council Workforce. Each Council Operating Board is directly accountable to the ISHLT Board of Directors. ***A Board Liaison appointed by the Board of Directors will serve as an ex-officio member of the Operating Board and shall be included on all conference calls, meetings, and communications.*** Every effort shall be made by Council to achieve geographic, gender, and generational diversity among its leadership.

The Chair, Vice-Chair, and Past Chair shall each serve a two-year term, for a total of 6 years of service in all three positions. The Vice-Chair shall also serve as Secretary and shall be responsible for taking and distributing minutes of the meetings of the Council Operating Board and Council members.

Council Officers may not serve concurrently on ISHLT Committees, and current / past Board members may not serve as Council Chairs. Council Officers may not serve as Chair, Co-Chair, Project Lead / Sub-Committee Lead, or Expert Reviewer of any Council project, workforce, writing committee, ISHLT Academy, etc. during their terms of office so as to avoid conflicts of interest and to be able to provide oversight and guidance to those Council members who are engaged in such projects. Exceptions may be made for Councils with fewer than 200 primary members. For such Councils, the Past Chair may also chair a Council project, Workforce, writing committee, etc., if no other suitable individual can be found.

**Workforces**

Each Council shall create those Workforces mandated by the Board of Directors and any additional Workforces the Operating Board deems necessary.

The various Workforces which are mandated by the Board and are to be maintained within each Council shall include but are not limited to the following:

- \* Education Workforce
- \* Standards and Guidelines (S&G) Workforce
- \* International and Inter-Society Coordinating (I2C2) Workforce

Each Workforce is directly accountable to the Council Chair and is responsible for addressing Council activities within their specified area of endeavor. The Leaders of the S&G and I2C2 Workforces shall each serve as a member of the respective ISHLT Committees.

## **ELECTIONS/APPOINTMENTS**

### **Council Officers**

Every other year prior to the Annual Meeting, ***the primary members of each Council shall elect one person to fill the position of Vice-Chair*** of their respective Councils, in accordance with established ISHLT policy and procedures.

Should the Vice-Chair be unable to complete his/her term, the Council will conduct an election to select a new Vice-Chair. Should the Chair be unable to complete his/her term in the first year, the Vice-Chair will serve the remainder of the Chair's term and then serve one additional year as Chair, and an election will be held to elect a new Vice-Chair. Should the Chair be unable to complete his/her term in the second year, the Vice-Chair will serve the remainder of the Chair's term and then serve his/her two-year term as Chair, and an election will be held to elect a new Vice-Chair.

### **Council Workforce Leaders**

The Leader of each Council Workforce ***shall be appointed by the Council Officers*** for a three-year term. Terms shall be staggered across the Councils so that one third of any one Committee's Council representatives rotates off in any given year and so that all Workforce Leaders do not rotate off the Operating Board in any given year.

***Council Workforces may have additional members*** as deemed necessary by the Council Officers and Workforce Leaders. Such individuals may be appointed by the Council Officers or the Workforce Leader, as determined by each individual Council.

## **COUNCIL OFFICER RESPONSIBILITIES**

***Council Chairs*** shall be responsible for:

- Proactively pursuing the above outlined Council purposes
- Developing the agenda for and leading **bi-monthly conference calls** at a minimum of the full Operating Board, including the Board Liaison
- Holding yourself accountable for timely delivery of the responsibilities of the Chair and any tasks delegated to you by the Board
- Communicating regularly with, delegating tasks to, providing guidance and direction to, and providing oversight of the Council Officers and Workforce Leaders
- Holding others accountable for timely delivery of responsibilities that you have delegated to them

- Drafting and publishing **bi-monthly updates** to the Council membership via ISHLTConnect, ISHLTLinks, or email regarding Council news, decisions, activities, deadlines, etc.
- Submitting reports and updates by the assigned deadlines to the Board via the Board Liaison
- Developing and circulating to all Council members an agenda **2 weeks in advance** of the April Council meeting
- Leading the Council meeting at the April Annual Meeting
- Working with the appropriate Council Workforce Leaders, Committee Chairs, and staff to develop and submit proposals for programs and services
- Ensuring fair representation of Council membership diversity is achieved when developing workgroups and workforces
- Responding to inquiries, concerns, requests and proposals from members, council leaders, staff, the Board, etc. by the specified deadline or **within 7 calendar days**
- Attending the annual leadership retreat
- Attending the annual leadership orientation in April
- Mentoring the Council Vice-Chair to ensure a smooth leadership transition within the Council

**Council Vice-Chairs** shall be responsible for:

- Serving as Council secretary
- Recording and editing the minutes of Council conference calls and meetings and communicating them to Council members
- Thoroughly understanding and providing guidance to the Council Chair and Council Operating Board regarding ISHLT policies and procedures relevant to Council activities
- Thoroughly understanding ISHLT's governance and operational structures
- Assisting the Council Chair as needed

**Council Past-Chairs** shall be responsible for:

- Promoting Council leadership opportunities
- Identifying and mentoring future Council leaders
- Identifying and recommending suitable candidates for Council Workforce Leader positions
- Working with staff to coordinate the Council Vice-Chair nominations and elections process
- Working with staff to coordinate the Council Workforce Leader appointment process

## **QUALIFICATIONS REQUIRED OF COUNCIL CHAIRS**

Candidates for Council Chair should have prior experience in one or more of the following areas of leadership within ISHLT:

- Academy Co-Chair
- Council Workforce Leader
- Committee Chair
- Program Committee Member (ideally the content liaison)
- Writing Group Lead for Standards and Guidelines or Monograph
- Registry Committee Chair
- Other Project Lead

Additional supporting qualifications for candidates for Council Chair include:

- Abstract reviewer

- Liaison to another Council
- Registry Committee member
- Annual Meeting Session Co-chair
- Invited speaker

#### **SKILL SETS AND ABILITIES REQUIRED OF COUNCIL CHAIRS**

- Demonstrated leadership abilities, particularly of volunteers
- Excellent written and verbal communication skills
- Excellent organizational skills, particularly regarding planning and deadlines
- Timely and thorough communications
- Good relations with staff
- Collegiality with Council members and other ISHLT leaders
- The ability to follow through on commitments and assigned responsibilities
- A proactive rather than reactive approach to his/her responsibilities
- The ability to delegate effectively and provide effective oversight and follow-up
- The ability to lead a team forward to project completion
- The desire and ability to identify and mentor future Council and Society leaders
- A willingness to serve as a good advocate for ISHLT and the Council
- The ability to solve problems and resolve conflicts
- An understanding of and willingness to follow and enforce ISHLT policies and procedures
- Adequate time to devote to the task

#### **KEY INTERACTIONS/COMMUNICATIONS OF COUNCIL CHAIRS**

- Council Vice-Chair, Past-Chair, and Board Liaison
- Council Workforce Leaders
- Board of Directors
- Council Members
- Committee Chairs
- Staff

#### **TIME REQUIRED FOR THE COUNCIL CHAIR POSITION**

Approximately 3 hours per week are required by the Council Chair to manage and oversee Council activities, delegate and follow-up on various projects, and communicate with Council leaders and members (significantly more time will be required if work is not effectively delegated to others within the Council leadership structure)

Approximately 5 hours per month are required to prepare for and lead conference calls of the Council Officers and/or Operating Board

Approximately 6 hours per year are required to prepare reports for the Board of Directors

Approximately 10 hours per year are required to prepare for and lead the Council annual meeting

Participation in the following meetings is required:

- Annual Leadership Orientation (3 hours at the annual meeting)
- Annual Leadership Retreat (3 days over a weekend)

## **RESPONSIBILITIES OF BOARD LIAISONS**

- Ensure that Council leaders understand their roles and the relationship between the Councils, the Committees, and the Board
- Provide guidance to the Council leaders in accomplishing their Board approved goals and objectives
- Participate in all Council leadership conference calls
- Provide direct communication between the Council leaders and the Board
- Ensure the required periodic Council updates and task reports to the Board are adequately prepared and submitted on time
- Provide additional information to the Board regarding Council updates and task reports as requested by the Board
- Communicate with Council leadership when Board-assigned tasks and responsibilities are not being completed in a timely manner and ask for assistance from Society officers if this communication is not effective in moving things forward
- Regularly provide feedback to the Board, Governance Committee and Executive Committee regarding the effectiveness of the Council and its leaders
- Proactively inform their Council leaders of Board actions that will directly or indirectly affect them

## **WHAT SUCCESS LOOKS LIKE**

- Chair creates effective working relationships with the Council Operating Board, Board of Directors, Council workforce leaders, Board liaison, and staff
- Chair successfully delivers on Council purposes and Chair responsibilities
- Council successfully meets the deadlines and expectations for its projects
- Chair receives positive feedback from the Council Operating Board, the Council membership, Council workforce leaders, Board of Directors, Board liaison, and staff
- Council members feel engaged in both the Society and the Council and feel that their needs and interests are being met by the Society and the Council
- Chair responds favorably to constructive input and course correction, if needed.

## **STAFF SUPPORT AVAILABLE TO COUNCILS**

***NOTE:** The Board recommends that Councils make use of the below services. Council Chairs who wish to utilize any of these services should communicate this to staff and work with staff to coordinate their successful delivery.*

- Provide administrative assistance for Council communications
- Provide administrative assistance for Council leadership conference call and meeting scheduling / notification
- Solicit, collect, collate and distribute agendas and materials for conference calls and meetings
- Participate in Council leadership conference calls
- Arrange for and facilitate the use of virtual conferencing technology for Council leadership conference calls

- Arrange for time, space, catering, signage, and notification of council networking events at the Annual Meeting
- Provide recommendations for, input into, and staff support for the development of new and revision of existing policies and procedures relevant to Council activities
- Provide guidance to Council leaders regarding existing ISHLT policies and procedures related to Council activities
- Provide guidance to Council leaders regarding the steps to pursue various projects and activities
- Provide guidance to Council leaders regarding how to develop and present proposals to the Board
- Provide input into Council proposals for Board consideration
- Provide assessments of the financial, volunteer, staff, and other resource requirements for new or revised Council programs / activities
- Provide reminders to Council leaders regarding dates / deadlines for actions, reports, meetings
- Provide assistance for and coordinate the posting of Council communications via ISHLT Connect
- Provide assistance for and coordinate the creation of new Council discussions forums on ISHLT Connect
- Develop and implement program procedures and project action plans for all approved and budgeted Council activities
- Coordinate the nomination / election / appointment process for Council Officers and Workforce Leaders
- Prepare, edit, distribute, and collate results for Council-initiated membership surveys
- Maintain up to date Council information, including relevant policies and procedures, on the Council web pages
- Schedule and arrange for meeting space and AV for Council meetings at the Annual Meeting
- Arrange for the recording and online posting of the Council Annual meetings