

**Performance Criteria
for
Academy of Process Educators
Officers and Directors**

Elected Officials

President

1. **Visionary:** Produces an exciting direction for the next five years, with a strong focus on next year, for what the Academy will look like as achieved by the collective actions of everyone.
2. **Communicator:** Understands what people need to know, when, and makes sure that it happens to keep everyone productive.
3. **Recruiter:** Consistently reaches out and invites individuals to important roles, matched to their interests and talents, where they can contribute value to the Academy.
4. **Leader:** Demonstrates ongoing contributions to the Academy that improve its vitality and facilitates at all official Academy meetings.

President Elect

1. **Mentee:** Explores and embraces the demands, expectations, and operations of being president to strengthen their skill set required for being president.
2. **Collaborator:** Publicly supports the vision and agenda of the Academy president by engaging in shared key activities that grow the organization and produce clear accomplishments in a timely way.
3. **Project Manager:** Provides just-in-time leadership to guide stalled team projects by actively engaging other members and sharing expertise with a growth mindset.
4. **Innovator:** Seeks additional opportunities to further the Academy mission and target specific results in new ways as necessary.

Past President

1. **Elder:** Provide wisdom, guidance and mentoring to strengthen the president and their leadership team in producing greater annual outcomes.
2. **Reflector:** Monitors strategic efforts and expected outcomes to keep the board and membership focused on the achievement of the vision and strategic plan.
3. **Trouble Shooter:** Supports the leadership team by determining what is needed to advance key team projects.
4. **Leadership Development:** Helps the Academy grow leadership by mentoring certain leaders and providing professional development sessions to increase capacity.

Secretary

1. **Documenter:** Creates, maintains, and disseminates required records in accordance with organization's by-laws and established standards, procedures, and schedules.
2. **Diplomat:** Captures the meaning intended by the communicator and positions the message in a useful format to elevate its effectiveness.
3. **State of the Art:** Quickly captures, synthesizes and circulates critical information using the best tools for the context by taking transcriptions and/or recording of meaningful ideas through rapid synthesis of discussion.
4. **Reflector:** During meetings, aids President in enacting their vision by keeping participants on task with respect to the published agenda along with any additional informal agenda items.

Member at Large

1. **Representative:** During formal Academy meetings synthesizes, accurately reports, and votes according to perspectives of "constituents" by separating their own personal opinions as secondary to Academy concerns.
2. **Contributor:** Proactively brings new perspective and knowledge to the organization leadership by linking the Academy to useful external resources (people, money, etc.).
3. **Team Player:** Is willing and able to take on (and engage others to collaborate on) required tasks asked of them that aligns with their expertise and interests.
4. **Proselytizer:** Communicates with internal and external networks to excite others about the Academy, its activities, and about their involvement with the organization.

Finance Officer

1. **Fiduciary Comptroller:** Ensures the Academy is compliant with federal laws and maintains its 501c status.
2. **Resource Developer:** Expands financial viability by seeking new ways of bringing in additional revenue to the Academy and creating projects that align with member interests to engage in those efforts.
3. **Resource Optimizer:** Allocates Academy resources to maximize impact and facilitate continued success of Academy efforts.
4. **Budgeteer:** Maintains a realistic, rolling five-year forecast of Academy needs and leads the annual budgeting process for the next fiscal year in a collaborative, inclusive manner.

Treasurer

1. **Banker:** Carefully monitors the collection of revenue by holding members accountable for appropriate membership dues and other payments while maintaining clear and complete financial records.
2. **Accountant:** Keeps the checking account up to date and pays expenses of the Academy in an ethical manner.
3. **Historian:** Archives historical financial records and provides answers to current financial questions by researching past solutions.
4. **Solution seeker:** Identifies the best methods of financial transactions for supporting operations.

Appointed Positions - Directors and Chairs

Conference Director

1. **Servant Leader:** By identifying the needs of the region where the conference will be held, in conjunction with the Academy and current conditions of Higher Education, sets the themes and goals of the conference.
2. **Manager:** Operationalizes items in conference planning document by delegating responsibilities to the conference team and supporting them to meet evolving needs for marketing, materials, logistics, and registration.
3. **Host:** Facilitates a welcoming environment where every participant is engaged and is provided ongoing opportunities to experience the locale and have their needs and goals met.
4. **Synergizer:** Addresses the logistics of supporting the program, the presenters, and the participants so that activity is constantly focused on realizing the vision for the conference.

Conference Program Chair

1. **Program Designer:** Produces an intriguing set of sessions, with a natural flow, that integrates selected themes, the needs of the host institution, and ongoing practitioner and research activities of Academy members.
2. **Planner:** Operationalizes the conference planning document by delegating responsibilities to the conference program team to meet the conference expectations.
3. **Recruiter:** Identifies internal and external talent that can enhance the conference experience by consulting with individuals in crafting conference proposals and integrating reviewer feedback to meet guidelines/deadlines.
4. **Facilitator:** Fosters a growth-oriented environment by orienting participants and intervening with session leaders and conference organizers as growth opportunities arise.

Assessment Director

1. **Assessor:** Embraces opportunities to assess and grow the performance of the Academy while also improving Academy products and processes using clear performance criteria aligned to stakeholder needs.
2. **Assessment Facilitator:** Initiates, with appropriate stakeholders, diverse assessment activities in a timely manner with effective closure.
3. **Systematizer:** Designs, organizes, synthesizes, elevates, and communicates assessment processes and results to impact future performance by individuals and teams in the Academy.
4. **Mentor:** Openly provides assessment of assessments to continuously increase the use and effectiveness of assessment by the Academy and its members.

Information Director

1. **Curator:** Structures information in intuitive ways that connect relevant information to stakeholder ideas, concepts, and narratives.
2. **Detailer:** Uses tagging theory to approach all curated Academy information and documents processes so others can follow those conventions.
3. **Organizer:** Utilizes best practices to create systems and processes that provide intuitive formats for information flow that help stakeholders meet their information needs.
4. **Informer:** Communicates effectively to help Academy stakeholders meet their information needs by creating systems and structures to make current information more transparent.

Communications Director

1. **Systematizer:** Creates and disseminates information to motivate membership involvement in a range of Academy activities and projects through newsletters, blogs, social media and other innovative ways.
2. **Designer:** Develops annual strategies and methods to determine current status of who needs to know what, when, and why in order to clarify expectations for different information providers in a systematic way.
3. **Product editor:** Consistently clarifies key messages of the Academy by editing and building products that improve the impact of those messages (for example – primer).
4. **Networker:** Ensures ongoing communication with current members, prospective members, past members, conference attendees and conference host schools.

Marketing Director

1. **Strategist:** Finds, creates, develops, and utilizes marketing means, materials and channels of communication to enhance the PE Academy's visibility and to advance levels of participation in Academy activities.
2. **Innovator:** Continuously introduces novel strategies that increase new membership, advance engagement of new members, and impact a variety of new partners.
3. **Energizer:** Positively and accurately represents the PE Academy to the public by appropriately positioning its representation to various stakeholders.
4. **Promoter:** Actively evangelizes Process Education by clarifying message and pursuing consistent branding, using multiple instruments and tools, and challenging members with tasks promoting the Academy.

Professional Development Director

1. **Program developer:** Designs an annual schedule of events and activities that are sensitive to needs of current Academy members and prospective members while adapting to changing needs of the organization and higher education.
2. **Talent developer:** recruits and mentors talented PE PD facilitators to help them maximize impact of the PE practice on the current landscape in Higher Education so that Academy PD activities are world class.
3. **Technologist:** Leverages skills in using well-established and innovative new online tools to elevate quality and to provide professional development in technology to support PD events and the conference (online and face-to-face).
4. **Quality Controller:** Assesses operations to constantly improve the performance of designers and facilitators of PD experiences so that PE practices are modeled in every PD experience at exemplary levels.

Research Director

1. **Known researcher:** Leverages experience in research practice and ability to set the long-term direction of the Academy research program by identifying, reviewing, and assigning research projects using an understanding of target audiences and goals..
2. **Leader:** Matches member skill sets to projects, recruiting new researchers, and developing current members into researchers.
3. **Quality Oriented:** A persuasive communicator focused on the Academy vision with an awareness and appreciation of the types of research that will make the Academy more credible throughout higher education.
4. **Resource Developer:** Assembles candidates to recommend for the IJPE editorial board; and collects and adapts research tools and resources to create a repository of completed, ongoing, and planned research projects.

Membership Director

1. **Strategist:** Annually develops a planned approach, approved by the board, that will increase membership significantly through innovative, decisive, and inspirational approaches.
2. **Advocator:** Promotes the Academy mission by encouraging the development of programs, policies and initiatives that increase membership recruitment, obtains new institutional members, and bring in new external partners.
3. **Communicator:** Effectively lays out the structure and process for motivating current and prospective members through multiple means including a membership directory.
4. **Assessor:** Annually assesses membership satisfaction to inform the following year strategy to keep more members by increasing their involvement.

Mentoring Director

1. **Analyst:** A good listener who uses an empathetic approach to elicit support and involvement of organizational members, captures member needs as a mentor or mentee, and produces written resources to strengthen the mentoring process.
2. **Mentor:** Uses understanding of mentoring process to help others perform more effectively by assessing mentoring performance and guiding others in their performance.
3. **Program Designer:** Sets annual goals and objectives to advance planned programs and organize communities of practice with established procedures and conventions.
4. **Growth Oriented:** Promote program mission, increases quality and effectiveness in all activities and services by being an exemplar of self-growth.

Webmaster

1. **Designer:** Assesses the needs of current and potential stakeholders and conducts surveys to assure needs are fulfilled.
2. **Improver:** Stays in contact with stakeholders and seeks feedback to make improvements and resolve issues.
3. **State-of-art:** Utilizes their technical expertise to create modern, usable, and robust learning objects and user experiences.
4. **Collaborator:** Consistently addresses issues and completes the work promised, on-time, with high quality, and requests resources when needed.

PE Academy Ambassador

1. **Scholar/Practitioner:** Shares stories about personal practice and research projects with external communities to promote the value of the Academy.
2. **Approachable:** Connects easily with people by using stories, passion and experience.
3. **Advisor:** Knows who in the Academy is best to contact for a given interest and facilitates those connections.
4. **Recruiter:** Analyzes potential member's needs to figure out which attributes to share to get people join the Academy.

Chief Editor of the International Journal of Process Education (IJPE)

1. **Missionary:** Supports the vision and mission of IJPE by constantly seeking opportunities for new content and/or special issues, integrating with Academy activities, matching reviewing teams to content and collaborating with them to generate shared value in the review process, and mentoring reviewers and editorial board members.
2. **Evaluator:** Determines whether scope of each proposed paper is a good fit and will enhance knowledge base of the IJPE readership, and safeguards consistent quality of journal content by applying high scholarly standards.
3. **Communicator:** Adapts communication for each constituent in the journal process (e.g. authors, editors, the Academy webmaster, Academy Board, etc.) by juggling the final decision-maker role with mentoring and collegial roles to accomplish different communication needs.
4. **Master Copy Editor:** Identifies and coordinates copy-editing resources (contract, in-house, etc., as needed) for both pre-publication readying of approved journal articles and support through the layout and publication phases to ensure timely publication scheduling.

Grants Director

1. **Resource Locator:** Applies understanding of public, private, and non-profit grant sources, proposal development processes, and procedures to identify and present grant opportunities matching Academy needs, interests, and expertise.
2. **Initiator:** Pursues creative ideas and approaches that lead to timely submission of Academy proposals to new, high quality funding sources.
3. **Compliance monitor:** ensures compliance through strong attention to detail across all aspects of proposal development and implementation such as pre- and post-award requirements, accountability of funds, IRB requirements/ethics, etc.
4. **Team player:** models professional leadership qualities by gathering, supporting, and mentoring Academy members with relevant expertise and interest to carry out grant projects, but also asking for help when appropriate and taking responsibility when failures occur.

Position	Current Role
Elected Positions	
President	Matt Watts
Past-President	Mary Moore
President Elect	Joann Horton
Treasurer	Peter Smith
Financial Officer	Libby Mahaffey
Member at Large	Ingrid Ulbrich, Dan Litynski, &
Secretary	Cynthia Woodbridge
Appointed Positions (not in by-laws)	
Ambassador	Wade Ellis
Conference Director	Raj Chaudhury and Steve Beyerlein (shared)
Conference Program Chair	Dan Apple
Professional Development Director	Patrick Barlow
Research Director	David Leasure
Communications Director	Joyce Adams
Assessment Director	Tris Utschig
Web-Master	Denna Hintze
Information Director	Adrienne
Chief Editor of IJPE	Kathy Burke
Membership Director	?
Grants Director	Chaya Jain
Mentoring Director	Al Rowe
Marketing Director	Thomas Nelson