

**EXECUTIVE DIRECTOR  
NATIONAL ASSOCIATION FOR GIFTED CHILDREN (NAGC)  
Job Description**

The Executive Director of NAGC represents the organization externally to various groups and organizations on issues and positions relevant to the field of gifted education on which the Board of Directors of the organization has taken a formal stand. Working on a 3-year contract approved by the Board, the Executive Director reports quarterly to the Board, and more frequently to the president. Internally, the Executive Director, responsible for a budget of approximately \$2.5 million, manages the day-to-day operations of the national office and its full-time staff of 8 professionals and support staff. The Executive Director's responsibilities encompass:

- Translation of the association's mission and strategic plan through collaboration with both internal and external constituencies;
- Maintenance of the integrity and leadership of the organization and the profession it represents;
- Promotion of the NAGC advocacy and legislative agendas with appropriate audiences;
- Development of collaborative partnerships with other national education organizations, foundations, corporations, or other entities relevant to the mission of NAGC;
- Development of marketing and public relations strategies targeted to the strategic plan objectives;
- Oversight of the annual conference
- Initiation of fundraising activities for the organization that promote membership and targeted initiatives;
- Communication in effective oral and written form to both internal and external audiences;
- Development of an annual budget for the organization that reflects a careful balancing of annual needs and long-term planning;
- Supervision and development of the capacities of NAGC staff to carry out the strategic plan of the organization; and
- Supervision of the ongoing evolution of the organization.

**Major Responsibilities**

Board of Directors

- Organizes, coordinates, and assists in defining and articulating NAGC's vision, mission, and direction in concert with the Board.
- Facilitates long-term and short-range planning.
- Ensures open, precise communication with the officers, the Board, Networks, members, and other stakeholders.
- Attends and assists in organizing all meetings of the Board.
- Assists in development and review of policies and procedures and facilitates compliance.

Organizational Staff

- Recruits, hires, develops, motivates, and supports an excellent staff through clearly articulated goals, performance objectives, and fair evaluation procedures.
- Monitors and supervises the financial status of the association, and under the direction of the Board, directs monetary adjustments to ensure the fiscal health and future sustainability of the organization.

**Job Description**

- Reviews and facilitates approval of work products, projects, funding proposals, and media materials.
- Executes contracts and third-party commitments with the assistance of appropriate legal counsel.

Members, SIGs and Networks

- Supervises all arrangements for the annual convention and other meetings designed to serve the NAGC mission and its members.
- Engages in clear, precise, and timely communication with individual members, special interest groups and Networks.
- Monitors the association's membership status and works with the Board and staff to orchestrate membership recruitment efforts and to provide services in keeping with the organization's mission.
- Develops collaborations with members to enhance the association's efficacy for advocating for and addressing the needs of gifted children
- Assist the SIGs and Networks in carrying out their missions and goals

Program Management

- Ensures effective fund allocation for the development, design, and management of activities and projects likely to enhance the public's understanding of gifted children.
- Collaborates with others internally to direct the association's resources toward projects and programs likely to yield effective outcomes.
- Facilitates the review and evaluation of programs and projects to ensure their effectiveness, with particular attention to their alignment with the association's overall mission.
- Collaborates in the development of program and project proposals for external funding.

Communication

- Continuously improves efforts to promote NAGC's public image, reputation, and belief that everyone is a potential stakeholder.
- Uses precision in oral and written communication with all populations.
- As appropriate, serves as a public spokesperson to amplify NAGC's visibility and to promote its mission through communicating effectively its philosophy, mission, and goals to the media, the public, elected officials, current stakeholders, and potential stakeholders.
- Establishes an atmosphere conducive for open communication with and among staff and membership.

Development

- Remains current on political issues affecting gifted education nationally and collaborates with directors of appropriate to develop pro-active strategies.
- Seeks and nurtures relationships with existing and potential new sources of funding.
- Develops proposals for collaborative programs and projects likely to improve the organization financially while, at the same time, supporting NAGC's mission.
- Researches potentially-strategic alliances likely to promote the association's initiatives.
- Recommends involvement in activities that appear appropriate for bolstering the organization's influence in the public arena.

**Job Description**Fiscal

- In concert with the Finance Committee and Board, supervises the formulation and proposal of annual operating budgets, as well as budgets for specialized programs and projects that ultimately are reviewed by the Board for approval.
- Formulates plans for programming, communications, and development that support a diversified revenue stream and help to ensure both short-term effectiveness and long-term sustainability of the association.
- Establishes internal fiscal management controls and supervises budget execution.
- Maintains strong fiscal accountability in keeping with NAGC's mission.
- Ensures NAGC's total compliance with state and federal tax laws.

**Qualifications**Executive Ability

The successful candidate will have a track record of superior administration. As a consummate leader, s/he will be able to inspire, motivate, organize, and direct the staff to maximal productivity. Further, s/he will be capable of making difficult management decisions, including appropriate delegation of authority. In relationships with all stakeholders, s/he will demonstrate consensus-building skills through excellent communication and strategic planning. Finally, s/he will have an affinity for addressing issues creatively, for conceptualizing alternative responses to challenges, and for translating needs into practical services.

Personal Integrity

In the role of Executive Director, the successful candidate is of high integrity in financial and managerial matters. Equally as important, s/he is intellectually honest and fair with staff, members, and all stakeholders. Relying on superb communication skills and a keen understanding of human relations, s/he will be consistently diplomatic.

Experience and Education

The association would prefer that candidates have achieved a Master's level education. In addition, a minimum of 12 years of experience relating to public service associations, nonprofit organizations, or business, 5 of which were in a line management position. S/he will be accustomed to working cooperatively with a board of directors, commission, or similar governing body and will provide evidence of successful collaboration in such work environments. Finally, s/he will have achieved a record of advancement indicative of leadership and management acumen in positions of progressively increasing responsibility.



# NAGC BOARD POLICY

<b>POLICY TITLE:</b>	<b>Executive Director and National Office</b>	
<b>RESPONSIBILITY OF:</b>		<b>APPROVED ON: 09/13/08</b>
<b>PREPARED BY:</b>	<b>Barbara Clark/Paula O-K</b>	<b>NEXT REVIEW: 00/00/00</b>
<b>POLICY AREA:</b>	<b>Article XV, Sections 15.1 to 15.4</b>	

## I. STATEMENT OF PURPOSE

This policy further defines the chief executive’s authority and responsibilities in relationship to the NAGC Board, operations, staff, and the community as stated in Article XII, Sections 12.1 to 12.4 of the Regulations.

A person serving in the capacity of Executive Director of the National Association for Gifted Children must act at all times in the best interests of NAGC. The purpose of this policy is to provide a framework for the general areas of accountability, authority and responsibility of the executive director, and to help further clarify for the Board the duties and oversight associated with the execution of the mission, development of the programs, and the implementation of the vision for the organization.

## II. POLICY STATEMENT

### 1. Execution of the Mission and Strategic Goals

In collaboration with the Board of Directors, the president, officers, and other stakeholders, the Executive Director shall develop and monitor a multi-year strategic plan that furthers the mission and vision of the National Association for Gifted Children. Once the plan is in place, the executive director will annually oversee the development, implementation, and evaluation of identified programs and services that support the mission and direction of the organization. An annual budget will be developed in concert with the Board and Finance Committee to support these efforts.

#### Chief Executive – Board Partnership

The chief executive will work with the elected president to develop annual goals subject to board review and approval, identify key issues for board deliberations, and to ensure materials that facilitate board analysis of issues and decision making are provided for board meetings in a complete and timely manner. The executive director ensures that all agenda items for board deliberation have appropriate and adequate input from the relevant oversight committees.

The Executive Director is responsible for working closely with the Board of Directors to enact and further the mission and goals of the organization. Toward that end, the Executive Director is responsible for regularly reporting to the Board about the finances,

programs, and activities of the organization at scheduled Board meetings and communicating progress and concerns, providing updates and information, and soliciting feedback or assistance from Board members as needed in between Board meetings. The Executive Director organizes, oversees, and facilitates all aspects of Board meetings

## 2. Development of the Programs and Activities of the Organization

In cooperation with appropriate committees, task forces, and volunteers, the Executive Director shall implement, oversee, and support the development of those programs that have been approved by the Board of Directors and are needed to accomplish the goals, priorities, and direction of the organization. Through effective staff management, the Executive Director will also maintain and support the ongoing programs that are needed to continue the overall purpose, health, and professionalism of the association, such as,

- Developing and executing sound fiscal policies by: establishing a budget in conjunction with the treasurer and Finance Committee for review and approval of the Board; overseeing the adherence to the approved budget or facilitating approval of needed changes; incorporating new initiatives throughout the year that are presented to the Board for review and approval; and arranging and implementing a yearly audit of the fiscal affairs of the organization with the Board approving the auditor and receiving the audit results.
- Defining and supporting, with a charge given by the president and input from the Board of Directors, the work of volunteer bodies within the organization such as networks, committees and task forces and facilitating their progress toward established and approved goals in accordance with NAGC policies and procedures.

## 3. Representing NAGC to external publics including the media, potential alliance partners, federal and state legislators and education organizations.

The Executive Director actively ensures the positive representation of the organization and its programs and activities to the public through a planned program of marketing, public announcements, and careful oversight of the voices, positions, and issues that are brought to the public's attention and how these tasks are accomplished.

- Acting on behalf of the organization with the president, the officers, and the Board of Directors and other groups via attendance at meetings and participation in conferences and through communications with the press, government agencies, other advocacy organizations, and other NAGC constituents.
- Assisting and supporting the design of the annual conference and all other outreach events such as the NAGC Academies, and managing and overseeing all aspects of the implementation of these events.
- Acting as spokesperson representing the NAGC national perspectives and the policies, position papers, programs and priorities of the organization when

appropriate. With regard to issues of content, the Executive Director will refer inquiries to qualified members of the NAGC organization.

- Creating and maintaining associations and relationships that facilitate the mission and goals of NAGC, with approval of the Board of Directors.

#### 4. Management of the NAGC Office

The Executive Director is responsible for the hiring, supervision and evaluation of all NAGC employees in accordance with the policies and procedures of the organization. The Executive Director is also responsible for all aspects of the maintenance of the NAGC offices including equipment and service contracts, related to office functions and office space. The Executive Director is responsible for developing a staffing plan approved by the Board of Directors, which will support the mission and goals of the organization.

#### 5. Development of Policies and Procedures

The Executive Director shall work in collaboration with the Governance Secretary to identify policy that needs to be written or revised to support the work of the organization and assist in the writing of the policy as needed. The Executive Director shall work with NAGC staff, officer and committees to craft procedures to support NAGC policies. Some of the procedures may be in written form as deemed appropriate by the Board of Directors.



# NAGC BOARD POLICY

Policy Manual – 5.3

Last Modified:

Performance Review of **Nancy Green**, NAGC Executive Director, for the period from February, 2006 to February, 2007.

Prepared by \_\_\_\_\_ Date \_\_\_\_\_

This review consists of four parts. **Part One** reviews the Executive Director's goals and results and the Strategic Plan goals and results for the year. To assist you in evaluating the Executive Director's performance in these areas, a copy of the Executive Director's Year End Report and Position Description is attached. **Part Two** reviews Executive Director leadership and management performance. **Part Three** seeks your feedback regarding overall performance. **Part Four** seeks your feedback in setting the Executive Director's goals for the coming year.

## Performance Level Descriptions

1 = Exceptional Performance - consistently **exceeds** all expectations

2 = Very Competent Performance - consistently **meets** and **occasionally exceeds** all expectations

3 = Good Performance - **consistently** meets expectations

4 = Marginal Performance - **does not always meet** expectations and needs improvement

5 = Unsatisfactory Performance - **does not meet** expectations

## **Part One:**

**Please see the attached Executive Director's November Board Report that details assigned annual goals and results as well as Strategic Plan goals and results. Using the rating system above, please respond to the following:**

\_\_\_\_\_ The Executive Director has met the goals assigned for the year

\_\_\_\_\_ The Strategic Plan goals for the year have been met

## **Comments:**

**NAGC EXECUTIVE DIRECTOR PERFORMANCE REVIEW**  
**February, 2006 – February, 2007**

**Part Two:**

**The following statements describe actions, characteristics or attitudes of an effective association manager. Please rank how these statements reflect the Executive Director's performance to your expectations.**

**Board of Directors/Executive Committee/Volunteer Relations**

\_\_\_\_\_ Organizes, coordinates, and assists in defining and articulating NAGC's vision, mission, and direction in concert with the Board.

\_\_\_\_\_ Facilitates long-term and short range planning.

\_\_\_\_\_ Ensures open, precise communication with officers, the Board, Divisions, members and other stakeholders.

\_\_\_\_\_ Assists in development and review of policies and procedures and facilitates compliance.

\_\_\_\_\_ Is prompt and prepared for all Board meetings and other NAGC functions.

\_\_\_\_\_ Encourages participation, consensus-building and recognition among volunteers.

\_\_\_\_\_ Keeps the Board well informed on issues of importance to the organization through all forms of communication (faxes, emails, reports and conference calls)

**Comments:**

## NAGC EXECUTIVE DIRECTOR PERFORMANCE REVIEW

### February, 2006 – February, 2007

#### **Management Skills**

\_\_\_\_\_ Recruits, develops, motivates, and supports an excellent staff through clearly articulated goals and performance objectives.

\_\_\_\_\_ Is effective in dealing with people, is approachable, co-operative and non-threatening

\_\_\_\_\_ Provides opportunities for staff enrichment and advancement and conducts appropriate reviews and salary evaluations

\_\_\_\_\_ Provides oversight and supervision to staff—sets clear expectations and develops comprehensive workplans tied to the strategic plan

\_\_\_\_\_ Executes contracts and third-party commitments with the assistance of appropriate legal counsel.

\_\_\_\_\_ Reviews and facilitates approval of work products, projects, funding proposals, member resources and media materials.

\_\_\_\_\_ Ensures that there are appropriate systems in place to facilitate day-to-day operations of the organization

#### **Comments:**

#### **Financial Management**

\_\_\_\_\_ Is knowledgeable regarding financial planning, management of NAGC's investments, and demonstrates understanding of financial data

\_\_\_\_\_ Formulates plans for programming, communications, and development that support a diversified revenue stream and help to ensure short-term effectiveness, a budget balanced to achieve stronger member value and efficiency, and long-term sustainability of the association.

\_\_\_\_\_ Presents financial reports to the Finance Committee and Board on a timely basis and submits an annual budget for Board review, revision and approval

**NAGC EXECUTIVE DIRECTOR PERFORMANCE REVIEW**  
**February, 2006 – February, 2007**

\_\_\_\_\_ Ensures that a clear and accurate accounting system is maintained, allowing the Board to monitor the NAGC finances and operations in relationship to the approved budget and to make informed financial decisions

\_\_\_\_\_ Establishes internal fiscal management controls and implements cost-saving opportunities and techniques

**Comments:**

**Leadership Qualities and Communication Skills**

\_\_\_\_\_ Works to improve efforts to promote NAGC's public image, reputation, and member-centered focus.

\_\_\_\_\_ Establishes an atmosphere conducive to open communication with and among staff and membership

\_\_\_\_\_ Supports final decisions of the Board

\_\_\_\_\_ Demonstrates integrity through principled leadership, sound business ethics and consistency between values and behavior

\_\_\_\_\_ Can be trusted to handle confidential information with absolute discretion

\_\_\_\_\_ Raises issues and questions and provides adequate information for the Board to make informed decisions

\_\_\_\_\_ Is respected in the profession, the association management field and by co-workers, the Board, and the members

**Comments:**

**NAGC EXECUTIVE DIRECTOR PERFORMANCE REVIEW**  
**February, 2006 – February, 2007**

**Program Management**

\_\_\_\_\_ Seeks and nurtures strategic relationships with existing and potential new sources of support and funding.

\_\_\_\_\_ Ensures effective resource allocation for the development, design, and management of activities and projects likely to enhance the public's understanding of issues affecting gifted children

\_\_\_\_\_ Facilitates the review and evaluation of programs and projects to ensure their effectiveness, with particular attention to their alignment with the association's overall mission.

\_\_\_\_\_ Collaborates with others internally to direct the association's resources toward projects and programs likely to yield effective outcomes and value to members.

\_\_\_\_\_ Monitors the association's membership status and works with the Board and staff to orchestrate recruitment efforts and to provide services in keeping with the organization's mission.

**Comments:**

**Part Three:**

**Please complete the following:**

What would you like to see enhanced?

What would you like to see diminished?

**NAGC EXECUTIVE DIRECTOR PERFORMANCE REVIEW**  
**February, 2006 – February, 2007**

What do you appreciate the most?

**Part Four:**

What goals would you set for the coming year?



# **NAGC BOARD POLICY**

**Policy Manual – 5.4**

**Last Modified: 03/10/10**

<b>POLICY TITLE:</b>	<b>Executive Transition</b>	
<b>RESPONSIBILITY OF:</b>		<b>APPROVED ON: 11/10/10</b>
<b>PREPARED BY:</b>	<b>Kristen Stephens</b>	<b>NEXT REVIEW: 00/00/00</b>
<b>POLICY AREA:</b>	<b>Article XII, Section 12.3</b>	

## **I. STATEMENT OF PURPOSE**

This policy clarifies the procedures that are to be implemented in the event of either the planned or unplanned departure of the Executive Director of the National Association for Gifted Children.

The purpose of this policy is to provide a plan to facilitate the transition to both interim and long-term leadership and ensure stability and accountability for the organization until new permanent leadership is identified.

## **II. PROCEDURES FOR TRANSITION**

In the event that the Executive Director of the National Association for Gifted Children is no longer able to serve in this position, the President, in consultation with the Board of Directors, shall do the following:

Within fifteen (15) business days appoint an Executive Transition Team to oversee the office operations, create a timeline for replacing the Executive Director, and determine whether an Interim Executive Director should be appointed.

This Team is not comprised of the same members as the Executive Director Search Committee; however, one or two members may serve in both capacities.

## **III. THE EXECUTIVE TRANSITION TEAM: COMPOSITION, ROLES, AND RESPONSIBILITIES**

The Executive Transition Team should be comprised of at least one member of the national office staff and two members of the Board of Directors. The tasks of the transition team have been divided into two, distinct categories: 1) tasks associated with the transition 2) preliminary tasks of the search process. It shall be the responsibility of this Team to implement the following preliminary transition timeline that includes these components:

- Establish essential over site areas of the national office.

- Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition—possibly an “interim executive director.”
- Develop process for interviewing and selecting a search firm (if applicable).
- Review the Association’s strategic plan and assess the Association’s strengths, weaknesses, opportunities, and threats.
- Identify priority issues that may need to be addressed during the transition process.
- Articulate attributes and characteristics that are important to consider in the selection of the next full time executive director, and revise/update a position description for the Executive Director.
- Establish a time frame and plan for the recruitment and selection process.
- Recommend key members of the Search Committee.
- Create a written plan for transition for presentation to the Board of Directors.

The Executive Transition Team will forward a written plan for transition to the Board of Directors for its vote and approval. The Board of Directors, in conjunction with the national office staff, will communicate the approved transition plan to stakeholders.