

## **Job Descriptions:**

**President:** The President shall serve for a single term of one year. The President shall be the principal officer of the Society and shall preside at all meetings of the Society and of the Board of Directors. The President shall make a report to the members of the Society covering the activities of the Society and the Board of Directors for the period of the President's term in office.

### **President-Elect (from the Bylaws)**

*In the absence of the President, the President-Elect shall preside at all meetings of the Society and of the Board of Directors. To prepares for becoming President, he or she:*

1. Serves for one year on the Executive Committee
2. Becomes familiar with the PES Bylaws
3. Learns the Committee and Special Interest Groups structure and aims of each
4. Develops a rapport with Committee and Special Interest Groups Chairs/  
Members
5. Develops a good working relationship with Management
6. Becomes familiar with the PES Strategic Plan
7. Develops personal goals for his/her presidency

### **Director (perform duties common to all board members):**

1. A director shall be elected for a single three-year term
2. Prepare written reports to the Board on all topics for discussion
3. Attend all Board Meetings
4. Review Board Minutes
5. Review, update, and participate in the implementation of the Strategic Plan
6. Serve as the Board Liaison to various Committees and Special Interest Groups

### **Secretary (from the Bylaws)**

1. The Secretary shall be elected for a single four-year term
2. The Secretary is an integral part of the Board leadership and serves as a resource to the President, other officers, and Management

- 3, The primary responsibility of the secretary is to lead and facilitate interactions and communication with other medical societies and organizations.
- 4, The Secretary shall attend and ensure that record is kept of all meetings of the Society and of the Board of Directors and perform all duties customary to the office. The Secretary shall be reimbursed for the expenses incurred for the services rendered to the Society during the year.
5. At least 30 days in advance of each meeting of the Society, the Secretary shall ensure that all Members are informed of the date and location of the annual meeting, and are provided with the scientific program for the meeting

**Operational Duties of the Secretary include:**

1. Keep the Board apprised of all initiatives, projects and programs emanating from other Societies with similar intent; offers of funding to develop or support programs; and requests for funding from other organizations
2. Assist Management as needed with respect to Member inquiries, policy questions and new initiatives
3. Review and approve materials, including policies and statements, to be posted on the PES Website
4. Help plan and review meeting agendas and review supplemental information for Board conference calls and for face-to-face Board meetings
6. Together with the President and Management, help track agenda items, completed tasks, and issues that remain unresolved
7. Be the primary liaison for the PES Board in the planning and execution of international meetings in which PES is involved
8. In tandem with the Treasurer, serve as the coordinator for Board member liaisons with the MAP representatives
9. Keep the Board regularly informed of all contacts affecting PES
10. Assist the President with the production of the Annual Report

**Perform duties common to all board members:**

1. Prepare written reports to the Board on topics for discussion
2. Attend all Board Meetings
3. Review Board Minutes
4. Review, update, and participate in the implementation of the Strategic Plan.
5. Serve as the Board Liaison to various Committees
6. Orient the incoming Secretary to the roles and responsibilities of the Office

### List of Leadership Qualities

**Passion** for the success of PES. Serving on the Board is a deep personal priority.

**Dedication** means spending whatever time or energy is necessary to accomplish the task at hand. A leader inspires dedication by example, doing whatever it takes to complete the next step toward the vision.

A **History** of deep commitment to the Mission and Vision of PES

**Commitment** to excellence and maintains high standards.

**Integrity** is the integration of outward actions and inner values. A person of integrity is the same on the outside and on the inside. Such an individual can be trusted because he or she never veers from inner values, even when it might be expeditious to do so.

**Humility** to recognize that they are no better or worse than other members of the team.

**Openness** means being able to listen to new ideas, even if they do not conform to the usual way of thinking.

**Creativity** is the ability to think differently, to get outside of the box that constrains solutions.

**Fairness** means dealing with others consistently and justly. A leader must check all the facts and hear everyone out.

A **sense of humor** is vital!

## **FREQUENTLY ASKED QUESTIONS ABOUT THE PES BOARD OF DIRECTORS**

### **What do you most enjoy about being on the Board of Directors (BOD) for the PES?**

- Being able to support endeavors on education, policy-making, and networking.
- The opportunity to contribute at a high level to national policy, member education, and the scientific direction of the field.
- The ability to drive change within the PES; work with wonderful colleagues; bring value to members of the PES through education, funding, leadership, and mentoring opportunities; and advocate for our members and, most importantly, for the patients and families we serve.
- It's a great experience shaping the direction of the society by organizing its activities. It's impressive how many things PES is accomplishing, and members don't really get this bird's eye view.

### **How much time (per month or week) do you spend on BOD-related activities? To what extent does your institution support these activities?**

- It varies, but probably averages 1-2 hours per week other than BOD meeting weeks.
- It's variable, but probably 1-2 hours per week. My organization was fully supportive. For the role of President, the time commitment is much greater (~1 day per week) for which my chairman allowed me to drop one clinic per week for the year that I served in this role.
- As the President this year, I spend about 10 hours a week on PES-related activities. As the President-Elect last year, I spent maybe 4 hours a week on such activities, whereas as a BOD Member, this was more like 1-2 hours a week. My institution has been very supportive of these activities, but I do not get any protected time for being PES President (or previously a BOD Member).
- It varies with the board position. As Secretary, I spend a couple of hours per week on average, mostly with email communications. As Treasurer, it is less, probably only about ½ hour per week. In both cases, though, there is a lot of

variability based on the time of year and your involvement in various projects.

**Did you have to change your normal schedule to allow time for BOD activities?**

- No.
- Only when I was President (see my answer to #2).
- Not as a BOD Member, but for this year as President, I have moved some meetings around to accommodate PE-related meetings.
- In some cases, I have had to reschedule clinics to accommodate BOD meetings or conference calls

**How much travel does being on the BOD entail?**

- In the pre-COVID era, there were three live BOD meeting per year (in July, November, and March), one of which was right in front of the annual scientific meeting. The in-person meetings usually last between 2-2.5 days. Counting travel days, there were 9 days of meeting time per year.
- This year, because of the pandemic, all BOD meetings are being held virtually.

**How had you been involved in PES leadership prior to joining the BOD? How did this influence/impact your decision to be on the BOD?**

- I have been on the Education Committee (including Chair), Public Policy Committee, Education Council (including Chair of the Fellow Education Committee), and Program Committee (including Chair). The ability to work with so many people outside of my institution on so many important issues made me want to do even more to support the field of pediatric endocrinology.
- Yes. Having been on the BOD previously as both a Director and President, I wanted to continue to serve the Society at as high a level as possible (Secretary) for the reasons so stated.
- Yes, I had previously served as Chair of the D&T Committee, the Fellow Spring Retreat, and the Research Affairs Committee. I had really enjoyed my

leadership roles in these committees, and had also interacted with the BOD during meetings of the BOD with Committee Chairs and via BOD liaisons. Understanding the vision and mission of the PES, realizing that I could drive change with the potential to beneficially impact my colleagues as well as our patients and families went a long way to influencing my decision to accept the nomination for election to the BOD. This also presented the opportunity to network with stalwarts in the field of pediatric endocrinology.

- I have been the Chair of several committees (Education, Nominating, Program). Several of my colleagues have also been on the BOD. Through these exposures, I became interested in the workings of PES.

**Has being on the BOD helped you achieve your professional or academic goals?**

- I have only been officially on the BOD for a few months, but I would assume so.
- Greatly so.
- I was already a Professor when I joined the BOD, but it has helped me achieve certain professional goals.
- It has allowed me to take on some roles and projects that would not otherwise have happened. This has led to increased professional satisfaction.

**If asked, would you serve on the BOD again?**

- Yes (from all respondents)

**In your opinion, does serving on the BOD prepare you if you were to run to be the President?**

- Absolutely as you get a detailed understanding of all aspects of Society workings. This is not an official prerequisite to run for President and has not greatly limited those Presidents in the past who bypassed a Director position, but I still think it is a better route to the top.

- Definitely. It would be a challenge coming into the President role without the clear understanding of the structure of the society, how the BOD works, and the ongoing projects that prior BOD service allows.

**How has the relationship been between various board members? How has conflict/differences of opinion been handled in the past?**

- The relationships have been great and supportive. We don't always agree, but we agree to disagree and have not had any problem coming to a consensus.
- I honestly have never had any significant issue with any co-BOD member now in my 9<sup>th</sup> total year of participation. We clearly do not always agree on everything, but there has always been a desire to listen to the opinions to others and come to a fair resolution.
- Relationships between Board members have always been very collegial and inclusive, at least for the past five years that I have been a Board member. Conflicts or differences of opinion are typically handled through discussions and a vote.
- In my time on the BOD, the relationships between Board members and between the BOD and Management has been fantastic. We are all working together for the good of PES. Conflicts are dealt with in a professional manner and do not become personal.

**Is there any prior institutional leadership experience needed to be a part of BOD?**

- I think it would be good to have some leadership experience, but it doesn't need to be a high level position – just the knowledge of how to lead and participate in groups.
- I think that it definitely helps to have some academic or other in-house type of leadership experience, e.g., division chief, fellowship director, clinical program director, but would not say this is mandatory.
- Not required, but it can be helpful.
- I don't think this is really necessary. It wouldn't hurt, but isn't required.

**How diverse is the BOD (not just from a gender/race perspective but also a mix of academician/pvt practice/educators/etc.)?**

- The percentage of women in pediatrics and pediatric endocrinology is increasing, and we are seeing that change in the BOD as well: our current past, present, and future Presidents are female. We do not have much racial diversity, but I anticipate that will change as the composition of our work force changes. BOD tend to be academicians, but vary as to whether they are predominantly researchers, clinicians, or educators. I do not think we have had anyone who is solely in private practice, but I do not know if anyone has expressed interest – their voice is important too, and they certainly should run if interested. Working directly for a pharmaceutical company might be a conflict of interest under current pharma guidelines.
- The BOD is made up exclusively of academicians (usually university-based). I have proposed in the past to make one of the existing Director positions or create a new one to be mandatorily filled by someone from the private sector, but this has been voted down several times.
- The BOD has become more diverse over time, but we still lack representation from private practice, which we would like to include in the coming years. We have discussed strategies to enable and encourage this.
- The BOD is diverse in terms of gender. Not really diverse in terms of race, but this reflects the composition of PES. Nearly all of the BOD members are/have been from academic institutions. More representatives from private practice positions are needed.