



AFP Board Member Serving on Multiple AFP National Boards

Guidance

AFP is a membership organization of over 27,000 members worldwide and is guided by multiple volunteer leader boards of directors. These boards include the AFP Global Association Board, AFP Canada Board, and the Foundations for the United States, Canada, and Mexico. In an effort to ensure as many volunteers are provided opportunities to serve in national leadership capacities and reduce the amount of power given to one individual, it is recommended with this guidance document that no volunteer shall serve on multiple boards, unless they are serving in a formal leadership capacity, such as Chair or Appointed Liaison.

Exceptions to Be Considered and Recommended Action

With the discussion of this guidance document, several scenarios were identified as potential rationales for an individual to serve on multiple national boards. These scenarios identified are for individuals that are NOT in formal leadership positions that require serving on multiple AFP national boards. The potential exceptions are:

- An individual will help meet the inclusion, diversity, equity, and access goals for the boards.
- An individual brings a unique perspective, experience, or skill set that is needed on the boards.
- According to the strategic plans of respective boards, an individual will serve in a strategic capacity on multiple boards.
- As recommended by AFP staff leadership, an individual will help meet a need or fulfill a strategy no one else, including staff, will be able to meet.

If an individual is considered to serve on multiple boards NOT in a formal leadership capacity, the nominating committees should be in discussion on the candidate, present a case for why they should be on multiple boards, and be approved by the nominating parties.

Recommendations to Consider to Avoid Exceptions

- The above guidance should be communicated to all current and prospective board members of all of the national boards to educate them on the opportunities before they submit a nomination for any of the boards.
- Each board should develop a recruitment plan to ensure a diversity of identities and skills are present in their candidate pools. Also, the boards should empower each current board member with information and tools to support the recruitment plan.
- Each nominating committee should consider all of an individual's AFP volunteer leadership experience in the decision to admit them to the board. For example, if an individual is terming off the foundation board and applying for the association board,

consider individuals who have yet to have the opportunity to serve that could be allowed that opportunity.

- Each nominating committee should reference its board’s Conflict of Interest Policy and evaluate if the candidate might have unfair or conflicting access by serving on multiple boards.
- All AFP board entities should create engaging committees, task forces, and other volunteer leadership experiences that create a diverse pipeline of leaders to be considered for national leadership positions.
- Each AFP national board should provide its staff with the resources, guidance, and support to increase the diversity of all volunteer leadership candidates.
- Regularly, AFP boards should review the nominating process and its evaluation data to make needed changes and improvements as needed.