

Cumulus Executive Board Handbook

2020 Edition

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1. Introduction

Cumulus, The International Association of Universities and Colleges of Art, Design and Media (Cumulus) relies on the General Assembly, the Executive Board (Board) and Presidency, and the Secretary General and Secretariat to carry out the Cumulus Mission.

Within Cumulus, we see that our responsibility is to be a model of good governance for our member institutions, their faculty, staff and students, our partners, sponsors, donors and the general public. Good governance starts with the Board. This Handbook primarily serves current, new and prospective Board members. The aim is to help the Board work efficiently and ethically. As a public document, it also provides information to anyone interested in knowing more about Cumulus and its governance procedures.

Cumulus is governed by a comprehensive set of Statutes. The Handbook serves as a guide to Board members for the implementation of the Statutes. The Handbook includes information about roles and good governance practices of the Board including policies and operations for Board performance, guidelines about oversight of the Secretariat activities and staff, and self evaluation of the Board.

The Handbook is a public document ratified by the Cumulus General Assembly. The Handbook is reviewed every year by the Board who will recommend revisions as appropriate to maintain standards and to reflect any changes to major policies of the Association.

The Cumulus Board Handbook originated as part of the initial year (2019–2020) of the strategic work of CEB VIII. A result of the collective work on that board, the handbook is meant to be used as a handy reference for each board member to adhere to the Cumulus Statutes and follow best practices in their service to Cumulus members.

2. Background on Cumulus

2.1 Mission

Cumulus is the only global association to serve art, media and design education and research. It is a forum for partnership as well as a platform for exchange of knowledge and best practices.

2.2 Cumulus General Assembly

Per article 9 of the Cumulus Statutes¹, the General Assembly (GA) is the highest authority in the Association and is constituted by representatives of its full member institutions. The GA has all the powers required to realize the Association's purpose and meets once a year.

2.3 Cumulus Secretariat

Cumulus is managed by a Secretariat that is hosted in a member institution of the Association. A formal bid for members to become a host institution is circulated every five years. As of 2020 and through December 2025, the host institution of Cumulus is Aalto University. The Secretariat consists of a Secretary General and other staff.

Per article 14 of the Cumulus Statutes, the Executive Board and President shall determine the size and the overall responsibilities of the Secretariat; in the absence of the President, the Vice-Presidents shall determine the detailed duties of the Secretariat.

2.4 Projects, activities and impact

Cumulus activities are organized as projects and special initiatives (i.e. global student competitions, Cumulus Working Groups, Cumulus sponsored publications, regional programming, etc.) that serve member institutions and their work in sharing expertise and shaping innovative education and research in the field of art, design and media.

2.5 Cumulus conferences

The Secretariat and the Board supports its members in the organization of the Cumulus bi-annual conferences for members, partners and interested members of the public. A formal call for conferences and conference hosts is published to the Cumulus membership every two years. While each Cumulus conference brings members the opportunity to experience a distinct conference theme and

¹ <https://www.cumulusassociation.org/homepage/statutes/>

unique cultural setting that is defined by the institutional host of the conference, all Cumulus conferences share a common vision: to inspire, inform, debate, and create interactive learning environments that foster engagement, networking, collaboration and knowledge exchange in an open and friendly atmosphere that celebrates the increasingly diverse and global nature of the discipline, the profession and the Association.

2.6 Funding sources

As a membership organization, Cumulus relies on membership fees from its member institutions for its core business model; members (full and associate levels) pay annual dues that support the Cumulus Secretariat operations and special activities and services to members. Cumulus is a nonprofit association, presently governed by Finnish Law. Per article 7.2 of the Cumulus Statutes, Cumulus can participate in grant applications, solicit sponsorships and receive gifts, bequests and in-kind donations from public or private sources.

3. The Role and function of the Executive Board

The Cumulus Board is a group of experienced academic volunteers elected from Cumulus full member institutions. The Board's fundamental responsibility is to ensure that the Association remains true to its mission, safeguards its assets, and operates in the public interest of the Cumulus community. In this sense, the Board needs to ensure the evolution of the Association. Per article 10.3 of the Cumulus Statutes, the Executive Board is responsible for the implementation of the decisions of the General Assembly and the policy of the Association, for the planning of its activities, and for the high level management of the affairs of the Association.

Well-informed and committed to the success of Cumulus, Board members work as representatives to Cumulus, providing oversight for the activities and for the projects managed and implemented by the Secretariat under the name of Cumulus. Individually, each Board member is encouraged to bring their unique strengths, skill-sets and networks to their service on the Board.

Essential Responsibilities of the Board as a collective body per the Statutes (article 10.3) include:

- Be the principal forum for discussion of the Association's policy positions on higher education and research, and make statements on behalf of the Association after consultations with its Members
- Prepare the proposal of the annual budget and annual accounts for submission to the activity plan and annual report for the General Assembly
- Be responsible for the implementation of the budget
- Recommend admission of new Full or Associate Members to the General Assembly
- Prepare agendas for meetings of the General Assembly
- Recommend the appointment of auditors to the General Assembly
- Decide on the appointment and dismissal of the Secretary General and other staff of the Secretariat of the Association
- Set up (and close) Working Groups and task forces
- Make proposals to the General Assembly for Cumulus membership in other organisations
- Arrange programmes, including meetings, seminars or conferences, for the exchange of information and experience on matters of common interest to individual or collective members, and to identify and disseminate good practices in higher education institutions

Cumulus Board members do not manage the Association but support the Secretariat's management of the Association in the service of its members.

As reflected by the Statutes, the Board's core functions or tasks include (1) decision-making, (2) monitoring and (3) leadership.

1. In its decision-making capacity, the Board:

- Defines, reviews and revises the Cumulus vision, mission and values
- Determines Cumulus' long-term strategy and goals
- Reviews new member applications and evaluates implications of membership growth
- Sets performance metrics for goals and major projects
- Formulates, reviews, recommends, and approves high-level policies for decisions by the General Assembly

- Appoints and evaluates the staff members of the Secretariat in collaboration with the Secretariat's host institution
- Decides of the appointment and dismissal of the Secretary General and other staff of the Secretariat of the Association in collaboration with the Secretariat's host institution

2. In its monitoring capacity, the Board:

- Evaluates how well Cumulus is fulfilling its vision, mission and values
- Evaluates risks to Cumulus and its vision, mission and values
- Reviews performance metrics for goals and major projects
- Monitors Cumulus financial performance
- Advises the Secretariat drawing on relevant Board member expertise

3. In its leadership capacity, the Board:

- Communicates Cumulus' vision, mission and values to the public
- Represents Cumulus in key venues as speakers, jury members, and in other roles as appropriate
- Develops and updates the strategic plan of Cumulus for GA ratification
- Supports and advises the Secretariat (without micromanaging)
- Maintains the ethical integrity of Cumulus

4. Board officers' terms and duties

According to article 10.1 of the Statutes of Cumulus, The General Assembly decides on the number of members (typically 8 to 10) that constitute the board and elects the Board and the President. The Board is expected to have diverse representation. As an international association, geographic diversity in the Board is paramount (each board member must be from a different country; the President may be from the same country as one of the board members). In addition, gender diversity and diversity of experience is highly desirable.

4.1 Election of board officers and the President

Board members are elected from Cumulus Member institutions in the The General Assembly through proposals made in advance in writing by Full Members. Board members are typically current or former Professors, Chairs, Directors, Heads or Rectors. They are appointed for a term of three years and are eligible for re-election for a second consecutive term.

1/3 of the members of the Board are to be changed every third year in the election of the new Executive Board during the General Assembly (GA).

A Board member who has completed his/her six year term can only run again for a Board seat after two new full cycles, i.e. being away six years from their original service in the Board. They may stand up for election in this case, as long as the $\frac{1}{3}$ rule for new Board members is respected.

Per article 11.2 of the Cumulus Statues, a person can be elected as the President only after holding a board seat for two full terms. Once elected, Presidents are eligible for re-election only once. The President can be elected to be a member of the Executive Board after the Presidency.

4.2 Board service: Board member institutional changes and termination clause

A Cumulus Board member's service is closely tied to their home institution and their membership in the Association. Member institutions gain significant value from having the prestige of representation in the Cumulus international Board. That said, Board members are first and foremost elected on the grounds of their individual trajectories, their leadership capacities and their commitment to serve Cumulus. Board members are expected to dedicate an average of two working days per month in addition to their time attending regular Board meetings and participating in Cumulus key events. A Board member whose professional duties have moved to another institution during their Board service will keep their seat on the Cumulus board provided that: 1) their new home institution is already a full member of Cumulus or 2) their new home institution is not a member but immediately applies and meets the requirements to become a member of Cumulus during the period of that Board member's service.

In the event that a Board member moves to a non-academic appointment, their Board service will be terminated. A replacement will be selected from the top finalists among the candidates from the General Assembly elections of that term period; the candidate that would have been next in line as a finalist in terms of total number of votes would be the one selected and ratified at the next General Assembly. It is advisable that the same procedure be followed in the case of a Board member's resignation.

4.3 Duties of the President

Stewardship

Per article 11.2 of the Cumulus Statutes, the President's main stewardship duties are three-fold and include:

- Lead and represent the Association as its chief steward
- Convene meetings of the Executive Board and the General Assembly
- Chair meetings of these bodies

In practice, the President is expected to honor the mandate of the General Assembly and work collaboratively to shape and deliver a unified vision with the Board about the strategy of the Association during her/his term. In addition to leading the Board as its chair, the President's duties include guiding the Secretariat staff in the execution of the strategy and effective management of the Association's operations.

Oversight and collaboration with the Secretariat

The President's service includes close collaboration with the Secretary General and the Secretariat staff on an ongoing basis. Per article 14 of the Statutes, the President is expected to lend oversight on detailed duties of the Secretariat. In this role, the President monitors and advises on the management, progress and successful execution of strategic activities.

Time expectations of the service

In terms of time commitment, the President is expected to do six to eight trips abroad per year to represent Cumulus inclusive of the three (3) board meetings they are expected to attend and lead. Her/his service will include an average of six to ten lectures about art, design and media education and research and their relationship with society, industry and business; the President must be available to participate in jury work, write speeches and articles on behalf of Cumulus in its communication channels and other publications,

and be available for press interviews. The President is expected to dedicate an average of approximately eight to twelve hours per week to the work of the Association with more intense periods of work leading up to the three annual Board meetings and the annual General Assembly.

4.4 Duties of the Vice Presidents

Per Cumulus Statutes, two members of the Board are nominated by the President to serve Cumulus as Vice Presidents and are endorsed by the entire Board at the start of their service. In this role, they are expected to fulfill two key functions: 1) serve as deputies to the President (Statutes article 11.3) and 2) collaborate with the President as thought partners in her/his stewardship of the Association. Vice Presidents' service can be quantified as a commitment that is approximately 30 percent greater than that of the remainder of the Board.

- 1. Deputies of the President:** As deputies to the President, the Vice Presidents will typically be the two members of the Board that will be first called upon by the President and Secretariat to represent the President and the Association at key Cumulus official events (such as Cumulus Conferences, GA, Board meetings) and participate in invitation-based events that the President may not be available to attend. Depending on the invitation circumstances, another Board member may be identified first in lieu of a Vice President, especially if she/he holds regional or content expertise that is deemed a better fit.
- 2. Collaborative thought-partners to the President:** In this role the Vice Presidents will be expected to communicate with, and regularly provide counsel to the President on all strategic and governance matters pertaining to the stewardship of the Association, Secretariat and Board; provide strategic input in the design of Board agendas and take leadership roles on important issues; and assume responsibility in helping to shape activities related to the strategic plan of the Association in consultation with the President, Secretariat and other board colleagues as appropriate.

4.5 Duties of the Treasurer

One member of the Board is nominated by the President to serve as Board Treasurer and is endorsed by the entire Board at the start of their service.

Stewardship

The Role of the Treasurer is to support the Cumulus President and Executive Board in financial monitoring and strategic financial planning for the association in line with international best practice and legal requirements, and in compliance with the Cumulus statutes.

The duties are:

- To track at quarterly intervals the association's state of financial health, financial obligations and memberships
- To provide recommendations for financial policies and planning and the sustainability of the association
- To work with the President, VPs and Secretariat to ensure they understand the strategic implications of the Budget, Cash Flows, Reserves, Profit and Loss variances and Balance Sheet ratios
- To present the Board's proposal for the General Assembly's decision on the following year's strategic budget expenditures

Oversight and collaboration

The Treasurer partners with the Secretariat and the Controller of the Host Institution to fulfill his or her duties. The Treasurer shall quarterly gather on behalf of the Board the financial information with the Secretariat including information on membership fees, grants and spending.

4.6 Board Members' code of conduct

This section articulates key values and knowledge standards that guide Cumulus' expectations about individual Board members' conduct as part of their service. These have been identified as conducive to Board effectiveness based on the Association's shared governance principles.

Characteristics of outstanding Board members

Board members are elected in the GA based on a set of qualifications and personal and professional trajectories that Cumulus members choose to champion. In addition, the following are key characteristics that contribute to superlative Board performance that should be aspired to:

- Pre-existing passion for the cause
- Eager to participate at every meeting
- Willing to prepare for meetings in advance
- Anxious to serve on committees
- Ability and propensity to give above-average service to the organization
- Strong desire for stewardship to others
- Supportive, but willing to express their own opinion
- Critical, reflective, open and willing to share
- Striving to learn as much as possible

Pillars for Board effectiveness

- Attend Board Meetings in-person. Board meeting attendance is mandatory for the Board to serve the Association (please refer to 7.4. Board Meeting Attendance Policy). There are many moments of information-sharing during Board meeting days, inclusive of cultural and social events that will be missed by Board members absent or only temporarily available via video conference
- Refrain from micro-managing in areas that pertain to the staff of the Association. Board members' roles are to set strategy and oversee an organization's progress towards accomplishing it; their role is not to engage in the day-to-day operations of the Association unless there is a crisis/vacuum of management (please refer to Board core functions above)
- Make proactive versus reactive contributions. To be a good Board member involves a combination of being responsive when something is asked, and thinking ahead to unique areas in which each member can contribute
- Collaborate with fellow board members to set a vision. This is an essential capability of an effective Board, and allows the Association Secretariat to execute and prioritize tasks efficiently
- Understand that Board meeting time is a time for the brain trust of the Association to come together. A lot of the real work must happen in-between Board meetings. This presupposes a reasonable commitment of time and dedication throughout the year
- Develop actions and regular communication mechanisms with the support of the Secretariat. Be sure to involve Cumulus members more broadly in soliciting their participation and inputs while leveraging their interests in the proposals of new initiatives, committees, open discussions, publications and more

Board performance evaluation

As stewards of Cumulus, the President and Board's collective performance is ultimately assessed on an annual basis by all members in the General Assembly (see article 9.3 of Cumulus Statutes).

In order to strive for optimal individual and collective Board performance to serve Cumulus members, Board members are actively involved in improving their service as a Board and will set aside time for annual reflection and self-assessment. Key areas to consider include: the level of individual engagement and time dedicated to serving Cumulus; preparation in advance of meetings; progress on special initiatives and contributions to board committee work.

5. Duties of the Secretary General

The Secretariat is led by a Secretary General who acts as the Chief Executive of the Association. Per Cumulus Statutes (article 10.3), the principal duties of the Secretary General are determined and evaluated by the President and the full Board, in collaboration with the Secretariat's host institution.

6. Board committees

The Board may establish and delegate tasks to committees. The Board committees must be created by resolution and approved by a majority of the Board. Each committee has a named chair who is responsible to lead the work in the committee and communicate its progress to the Chair of the Board. The committees prepare items for the Board's decisions; they are expected to work in-between Board meetings to advance their tasks. As representatives of the full Cumulus membership, Board members via committees are encouraged to liaise with the Secretariat to engage members and solicit their views and participation in strategic initiatives under development (i.e. via surveys and questionnaires, targeted outreach etc.).

7. Board meetings

7.1 Regular Board meetings

Per article 10.2 of the Statutes, the Board meets a minimum of three (3) times per year. The first annual meeting is typically organized in a new region (e.g. strategically chosen to promote/advance objectives of the Association) or around a relevant event or key opportunity for visibility and/or learning in a new city, country or a region. The two remaining meetings of the year are organized alongside the Cumulus conference.

In years of new Board elections, an additional “transition” meeting that brings together members of the old and the new Board is typically organized and scheduled within the first three (3) to four (4) months after Board elections have taken place. This meeting may or may not coincide with a Cumulus conference and is one (1) to two (2) days in length.

7.2 Special Board meetings

The President or any two Board members may call for a special Board meeting. The special Board meeting is held through a video conference. Board members must receive written notice of a special Board meeting sent to the cumulusCEB7@list.aalto.fi at least five days before the meeting.

7.3 Board calendar

Board meetings are generally two (2) to three (3) days in duration. Because two of the three meetings coincide with the dates of Cumulus conferences and these fluctuate, the scheduling of Board meetings may vary slightly from year to year. A typical annual calendar includes meetings in February (outside the conference), May/June and October/November (in conjunction with conferences).

7.4 Board meeting attendance policy

This policy is intended to support the full contribution of all Board members:

As part of their service to Cumulus, Board members are expected to attend in person all three annual meetings. Only personal emergencies, or critical institutional activities fall under the category of “force majeure” and are considered excused absences.

Absences due to professional conflicts should be minimized as much as possible by Board members. In case of absence, Board members are expected to make every effort 1) to send comments/contributions to the agenda in advance of the meeting and 2) coordinate to attend key portions of the meeting via video-conference.

Definition of a Board attendance problem

A Board-attendance problem occurs if any of the following conditions exist in regard to a Board member's lack of attendance to Board meetings:

1. The member has two un-notified absences in a row ("un-notified" means the member did not inform the President and Secretary General ahead to indicate they would be absent from the upcoming meeting)
2. The member has more than a total of two absences in their three years of service

Suggested response to a Board-attendance problem

If a Board-attendance problem exists regarding a member, as Board chair the President will promptly contact the member to discuss the problem in order to find a positive resolution; the chair will bring it to the full Board if there is a need to take action. Termination of a Board member would necessitate a full Board vote. In that case, the Board will choose a new Board member from the candidates elected during the General Assembly elections of that term period, choosing as replacement the candidate that would have been next in line as a finalist in terms of total number of votes. The new Board member selected would need to be ratified at the next General Assembly.

7.5 Discussions outside of Board meetings

cumulusCEB7@list.aalto.fi is a private email list of the Board for announcements and discussions. The list is used to announce meetings, to distribute materials and to propose and discuss resolutions. cumulusCEB7@list.aalto.fi includes all the Board members, the Secretary General and the Coordinator.

7.6 Individual work and collaborating between Board meetings

As a distributed international body, the Board is expected to use digital tools to collaborate and coordinate communication between members and with the Secretariat across time zones and in-between Board meetings. The Host Institution and Secretariat partners with the Board to provide the infrastructure, digital tools and resources (e.g. video/teleconferences, document archival and management and as appropriate, scheduling assistance) for this work to take place efficiently. The Board's efficient work and quality of deliberation and decision-making during face-to-face meetings is greatly amplified by its ability to work and share information in-between Board meetings.

8. Procedures for Board meetings and voting

8.1 Preparing the Board meeting

Regular Board meetings are scheduled and prepared several months in advance. The Secretariat and the President with key input from the two Vice Presidents prepare items to the agenda. They also call items for all Board members to contribute to the agenda; these contributions along with supporting documents must ideally be received **one month** in advance to allow for the optimal design of the Board meeting.

The Secretariat organizes the meeting venue and logistics in consultation with the President.

Once approved by the President, the Secretary General distributes the final Agenda draft as well as the final itinerary of the Board meeting **no later than two-weeks before** the meeting is to take place. This schedule is indispensable to allow for members to have sufficient time to review materials in preparation for the upcoming meeting.

Board agendas and supporting materials are made available to the Board in a Dropbox folder accessible to the Board before, during and after meetings.

8.2 Agenda and actions at Board meetings

Every Agenda includes approval of the minutes from the prior meeting, final approval of the agenda, reports, action list, open items, and an executive session (see section 7.3). Additionally, agenda formats may include a mix of formal presentations, reports, and hands-on ideation sessions. Invited guest presentations by potential partners/and or sponsors may also take place in the context of a Board meeting. Those invitations are made by the President and/or the Secretary General in consultation with the President.

The Board meeting is chaired by the President. Actions may include:

- Written resolutions and oral motions
- Approval by majority of Board members present
- Voting procedures*

*Per article 10.2 of the Cumulus Statutes, voting procedures are as follows: The quorum shall be President or one of the Vice-Presidents plus other members of the group representing more than half of the total number of members of the Executive Board. Simple majority of those present shall make decisions. The President or one of the Vice Presidents has the casting vote.

8.3 Executive sessions of Board agenda

A routine executive Board session to be attended by Board members only takes place towards the end of each Board meeting as ongoing practice. Executive sessions are meetings within a meeting that provide a space for Boards to handle sensitive and confidential issues that may arise, foster robust discourse and strengthen trust and communication. Thus Board members are expected to adhere to strict confidentiality with regards to the executive sessions. Executive sessions are meant to be rather brief and have an actionable and focused purpose.

Executive Sessions meet the following goals:

- they assure absolute confidentiality
- they create a mechanism for Board independence and oversight
- they enhance relationships between Board members and the staff of the organization

In addition, these sessions are important spaces to handle any issue that may require confidentiality, to discuss a major endeavor and to address matters related to the compensation/performance goals of the organization's staff.

In full transparency, the Secretary General who does not attend the session should be informed about the general topic of the executive discussion ahead of time and may be invited for a portion of the discussion as appropriate. The President as Board chair will always follow up with the Secretary General shortly after the session with any conclusions or recommendations that may have surfaced during the executive session. The President will also be responsible for circulating any further written follow-up of the executive session, as these are not necessarily captured in the agenda minutes.

8.4 Board Minutes

The Secretary General takes minutes of the meeting assisted as necessary by a coordinator designated for this task. Minutes are reviewed by the President for sign-off before they are distributed in final draft form to the full Board at cumulusCEB7@list.aalto.fi. Minutes are distributed within 3 to 4 weeks after the meeting has taken place; Board members are expected to review minutes and communicate with any modifications or changes right away, so as to keep the documentation accurate and timely.

The minutes of the meetings are approved by the Board as part of the agenda of the following meeting; they are subsequently archived for ongoing reference in the Cumulus Board Dropbox. The approved minutes are sent to cumulusCEB7@list.aalto.fi for final check and then posted to a member's-only password protected section of the Cumulus website.

9. Board travel stipend and reimbursement policy

All Cumulus Board members receive a travel stipend from the Association that covers a portion of the travel costs associated with their service (this stipend amounts to partial costs reimbursed; the remaining costs of Board service are expected to be covered by each board member's individual home institution). This stipend is offered in the form of an annual reimbursement upon receipt by the Secretariat of an invoice and detailed receipts of travel costs

incurred (i.e. flights, accommodations, meals, etc.). The invoicing by Board members should honor as much as possible the fiscal year process of the Association (January through December). The total amount of this stipend is reviewed on an annual basis; any changes to the amount must be approved by the General Assembly.

On a case-by-case basis, and following the direct invitation by both the Secretariat and the President, individual Board members may be compensated by the Secretariat or a third party for additional travel expenses to represent Cumulus in additional venues.

10. Oversight of the Cumulus Secretariat and Secretary General

As responsible stewards of Cumulus, the Board should take into account the following actions as part of its oversight of the Cumulus Secretariat and its activities, to make sure these are integrated into discussions at the appropriate junctures during Board meetings:

- Discuss the Association's values, focusing on how the Association's values should inform the strategic planning process of the Board and shape decisions the Board makes
- Assess progress of strategy and success of prioritization in activities towards meeting goals
- Review policy, budgeted amounts and practices governing reimbursement of expenses for the President and Board members
- During the February Board meeting, review and approve the proposed budget for the following year that will be presented to the GA (and adjust throughout the year as needed).
- Review and accept the independent financial audit, in addition to regular financial reports throughout the year (this may include reviewing an asset/liability report that clearly illustrates the current cash position of the Association and projected cash position, relative to anticipated liabilities at the fiscal year end)
- Review and approve SG annual Cumulus management compensation fee

10.1 Guidelines for Secretary General performance review process

As the Chief Executive of the Association, the Secretary General is expected to undergo an annual performance review by the Board. This process fulfills one of the key responsibilities of the Board per article 10.3 of the Statutes of the Association and is part of the duties of Board members in their decision-making and monitoring capacities. The review should be treated as a positive and constructive moment for dialogue and as a learning opportunity to assess progress on mutually agreed-upon goals with clear indicators. The Cumulus performance review is intended to be focused on the Association's matters and does not supersede whatsoever any performance evaluation protocol and policy that may be in place within the Cumulus Host Institution (of which the Secretary General serves as an employee and may also be subject to).

10.2 Process for the Secretary General appraisal of performance

The President conducts the annual performance appraisal interview. The President is expected to share its high level outcomes with the Board, which per Cumulus Statutes (article 10.3), is the final arbiter and evaluator collectively of the Secretary General's performance. The performance evaluation process is a two-way dialogue between the President and the Secretary General to reflect on the opportunities, gains and challenges of leading the Association in any given year. The appraisal process should utilize a simple format, and include a self-evaluation performance tool for the Secretary General to use. The assessment should also be connected to evaluating the progress and quality of completion of a prior agreed-upon work plan that is expected to be outlined jointly with the President and the Board at the start of each fiscal year. The work plan should include clear indicators and objectives for that year, and allow the Board to grant merit increases to the Secretary General as part of the Management Cumulus fee when warranted. The appraisal process should typically be initiated 3 months prior to the end of the fiscal year, and should complement the host organization's performance evaluation process.

11. Role of Board members post-service

11.1 Cumulus Fellows

After the conclusion of their service to Cumulus, Board members receive a life-time honorary appointment as *Cumulus Fellows*. In this capacity, their service is recognized in the Cumulus website and the Association can call upon their expertise and institutional knowledge on a case-by-case basis.

11.2 Cumulus Advisors

In addition to and upon the immediate end of their service, Board members receive the title of *Cumulus Advisors* for the initial three years after the completion of their work on the Board. In this capacity, they are expected to remain connected to the new Board, President and Secretariat to grant counsel and participate in Cumulus-related initiatives and events, as needed. This appointment is also recognized in the Cumulus website.

11.3 Cumulus Honorary Presidents

After the conclusion of their Presidency term, Cumulus Presidents receive a life-long appointment of *Honorary President of Cumulus* and are recognized as such in the Cumulus website. They may each be actively sought out by the current President and Secretariat for counsel and representation.