



AMERICAN ASSOCIATION FOR APPLIED LINGUISTICS

2024 Executive Committee Orientation

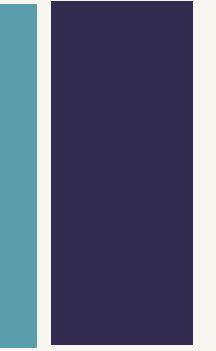
Monday, April 22 | 3:00 PM ET

AGENDA



- Welcome & Introductions (10 min)
- Overview of AAAL (5 min)
- Governance Structure (10 min)
- Overview of Executive Committee Responsibilities (15 min)
- Introduction of AAAL Staff and Overview of Roles (10 min)
- Q&A (10 min)
- Adjourn

Introductions



- Your Name and Institution
- Your Involvement with AAAL (Position and length of service on EC and/or prior AAAL service)
- Favorite season (Spring, Summer, Fall, Winter)



Overview of AAAL

What is an Association?



- AAAL is a 501(c)(3) nonprofit corporation governed by the District of Columbia corporate law
 - 501(c)(3) organizations are exempt from state and federal income tax that falls within the scope of the tax-exempt purpose. These organizations must be substantially (80-95%) devoted to one or more exempt public purposes, such as education, religious or charitable. No substantial part of activities may constitute lobbying. Prohibited from any political activity.

***Note:** This does not mean we are exempt from sales tax; we are simply exempt from income tax for activities that fall within the scope of the mission*

AAAL Guiding Principles

Reference: <https://www.aaal.org/our-mission>



- **Purpose Statement (Defines Who We Are):** The purpose of AAAL is to promote research in the broad field of applied linguistics, to encourage scholarship, to facilitate the dissemination of information and research, and to provide a forum in which members of this professional community may meet.
- **Mission Statement (Defines What We Do):** AAAL promotes high-quality and impactful research, professional networking, and intellectual development in all areas of applied linguistics. The Association supports ethical and informed understandings of language-related processes and practices from multiple research paradigms. AAAL is committed to building and sustaining just and equitable conditions for individuals, communities, and societies.

AAAL

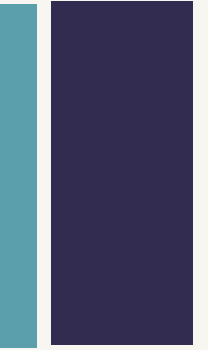
How Does AAAL Accomplish its Mission?

To accomplish its mission, AAAL:

- creates opportunities for scholarly communication, professional networking, and inclusive mentorship by hosting an annual conference and a variety of online events and by supporting academic and professional publications;
- expands members' capacity to do research for social betterment, to collaborate with communities, and to disseminate insights to the wider society;
- promotes the status of applied linguistics in the academy by providing ethical and professional leadership as well as supporting scholarly development and professional advancement;
- recognizes excellence in research, scholarship, advocacy, and public service via AAAL awards;
- fosters the values of diversity, equity, inclusion, and access in the functioning of the Association and the implementation of its mission.

AAAL Strategic Priorities

Reference: <https://www.aaal.org/strategic-plan>



Conference

- Increase opportunities for early career scholars to engage in mentoring during and beyond the conference.
- Engage in long-term planning for different delivery models of the annual conference.
- Refine conference program structure and academic content approval process.

Research & Scholarship

- Provide opportunities and develop a plan for how to support early career scholars in their research and scholarship.
- Continue to support students in their paths to become productive scholars.
- Showcase new developments in theory and research in applied linguistics.

Professional Development & Knowledge Mobilization

- Better serve under-represented and/or under-resourced applied linguists and their scholarship.
- Further develop mentoring, networking, and professional development opportunities beyond the conference.
- Continue to enhance our global engagement to meet the needs of our members from around the world.





Governance Structure

What is governance?

“Creating and operating within a structure to promote trust, community, relevance, and action in order to accomplish a mission.”



AAAL

Governing Bodies of AAAL

Membership

- The highest governing body of the Association - are the owners, customers, and workforce

Executive Committee

- The Governing Body of the Association
- Exercises general supervision over the affairs of the Association
- Seeks ways to enhance the assets of the Association and sets policy concerning membership dues, conference fees, and other revenue sources

Standing Committees

- Deemed essential to the needs of the association – perform an ongoing function

Governing Bodies of AAAL (Continued)

Fund for the Future of Applied Linguistics (FFAL) Board of Trustees

- Charged with responsibility for overseeing the investment of endowment funds, leading fundraising on behalf of FFAL, making annual recommendations for GSA expenditure levels based on endowment yield and donations, and generating additional ideas for the use and purpose of FFAL

Graduate Student Council

- Purpose is to fulfill initiatives serving graduate students

Ad Hoc Committees

- Committee created with a specific purpose. They have a mandate of one year and may be renewed for up to five years, at which point they either terminate or become standing committees

Task Forces

- Groups of individuals tasked with a specific and finite project. Task forces disband once this task is complete

Current AAAL Committee Structure

Reference: <https://www.aaal.org/committees-councils-and-task-forces-2024-2025>

Standing Committees

- Budget
- Conference Connections
- FFAL Trustees
- Nominating Committee
- Online Education & Outreach Committee (OEOC)
- Public Affairs & Engagement (PAEC)
- Resolutions

Award Committees

- Dissertation Award
- Distinguished Public Service Award (DPSA)
- Distinguished Scholarship & Service Award (DSSA)
- Distinguished Service and Engagement Research Graduate Student Award in Relation to Diversity Effort (DSERG)
- First Book/Book Award
- Graduate Student Award
- Research Article Award

Task Forces & Ad Hoc Committees

- JEDI Ad Hoc Committee
- Conference Task Force

Hierarchy of Governing Documents

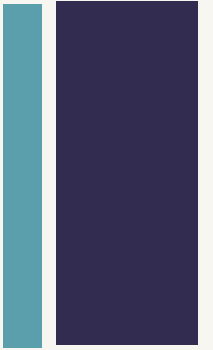
Reference: <https://www.aaal.org/governance>

Articles of Incorporation	An agreement between the association and the state defining the organization's legal purpose and its tax-exempt status; establishes legal basis for the organization's existence; first in the governance hierarchy
Bylaws	An agreement between an association and its members , defining who can participate in the association and how they participate. Member eligibility and classes, officers, and standing committees are key provisions found in the bylaws; second in the governance hierarchy
Policies (Standing Rules)	These set parameters or specific mandates for action and decision making. Sometimes considered an agreement between an association and its staff .
Minutes	These are an account of the decisions, actions and policies that come from a meeting.
Procedures	Step-by-step processes detailing how to accomplish tasks in the organization. Operational in nature and not considered governing documents.
Practices	Ways in which organizations do things that are not documented in policies and procedures



Overview of Executive Committee Responsibilities

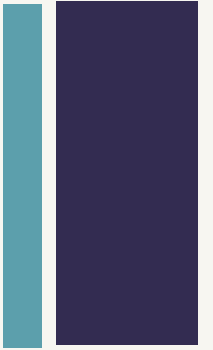
Your Role As A Leader



- Be responsible for the financial health of the organization, including:
 - Being aware of AAAL financial status
 - Do not spend (or commit) money without prior approval (i.e., unless it is budgeted and within the scope of your role)
 - Do not sign contracts, agreements, etc.
- Ensure legal and ethical integrity while maintaining accountability
 - Immediately disclose any potential conflicts of interest
 - Keep Executive Committee discussions confidential
- Prepare and participate; share alternate opinions and views



Your Role As A Leader (Continued)



- Understand your responsibilities/duties and commitment to fulfill them
 - Alert the President if you become unable to fulfill your responsibility
- Develop and engage with members
 - Recruit and develop new leaders to the organization
 - Cultivate a positive leadership and membership engagement experience
 - Submit materials for the AAALetter on time, adhering to deadlines
 - Engage with members via AAAL communication channels, including social media
- Promote the organization and field
 - Serve as a steward of the field with the members and the public
 - Never speak on behalf of AAAL (including to the press) without a direct request from the President and/or EC
 - Avoid posting social media comments that could undermine the organization and organization-related efforts of other EC members.

Best Practices: Keys to Successful Governance



- A reputation for value
- An enjoyable culture that is trust based and transparent (lots of communication among leadership and between leadership and membership!)
- “Dialogue before deliberation” – background and related information is considered on issues, and an examination of the question is done to ensure unintended consequences are identified and all decision makers understand the topic. All leaders must have access to the same information in decision making
- A nimble infrastructure that allows for AAAL to seize opportunities and respond to emerging issues



Parliamentary Procedure: Robert's Rules of Order



- One matter is considered at a time
- Motions are made, seconded, discussed and voted on (in that order) and can be amended (this is true whether the vote is verbal or via email)
 - The individual who makes the motion begins discussion of it; they do not speak again until all participants who wish to speak have had a chance to do so
 - Amendments are made, seconded and voted on before a vote on the main motion
 - A second is not necessary if the formal motion comes from committee

Parliamentary Procedure: Robert's Rules of Order



- The motion and second are not considered votes – an individual could make a motion/second in order to bring discussion to a close and vote, then subsequently vote no; this means the individuals who make the motion and second still subsequently vote (or abstain)
- **Note:** An email vote requires 100% participation to be valid, in accordance with DC Corporation law; be mindful of when a vote is called so that you're clear on whether your response is part of discussion or the vote. Normally the timeframe for discussion vs. voting will be made clear at the outset.

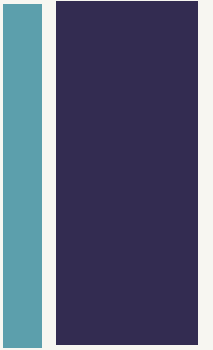
Key: All decisions made by the Executive Committee must be in the form of a motion and vote

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2024 Executive Committee Priorities

Schedule of Meetings



Date(s)	Time	Location
June 21, 2024	3:00 – 5:00 EST	Zoom
October 2024, TBD	TBD	Zoom
January 2025, TBD	TBD	Zoom
Thursday, March 20 – Friday, March 21, 2025	All Day (daily)	Denver, CO

Reports and Deadlines:

- All reports are due prior to meeting (Reminders will be sent with due dates when reports are needed)
- The Meeting Information package will be sent out one week prior to the meeting

Executive Committee Resources



Governance Documents

<https://www.aaal.org/governance>

Most current versions of Bylaws, Standing Rules, & Meeting Minutes

Executive Committee Toolkit

<https://www.aaal.org/executive-committee-toolkit>

Must be logged in to access

- Executive Committee Meeting Documents
- Accessibility Calendar
- EC Directory

Volunteer Opportunities

<https://www.aaal.org/volunteer>

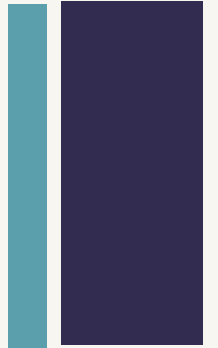
Lists the opportunities for volunteer engagement and a link to Smartsheet form



AAAL Support Staff and Overview of Roles

Your AAAL Staff

Resource: <https://www.aaal.org/staff>



Managing Director	Conference Manager	Association and Community Coordinator	Association Coordinator	Association Administrator	Association Accountant
					
Val Smith <ul style="list-style-type: none">• Point of contact for EC and President• Oversees governance & strategic initiatives• Oversight of operations & team• Nominating & Finance Committee liaison	Sherry Battle <ul style="list-style-type: none">• Event management of annual conference• Meeting planning and conference management functions	Hannah O'Dell <ul style="list-style-type: none">• Point of contact for committees• Website management• Volunteer management• Marketing & communications• Proposal system assistance	Charlie Smith <ul style="list-style-type: none">• Proposal system management• Conference Chair liaison	Laura Haller <ul style="list-style-type: none">• Point of contact for members• Membership & registration oversight• Administrative support• Website updates• Marketing & communications	Karen Lowe <ul style="list-style-type: none">• Monthly Financials• Financial Reporting• Audit/Review Support

Responsible vs. Involved Matrix

Note: Chairs and Staff often share similar levels of responsibility/involvement. The extent of each depends on the program/area, level of contracted services, etc.

Area	EC Responsible	EC Involved	Committee Chairs Responsible	Committee Chairs Involved	Staff Responsible	Staff Involved
Governance	X					X
Administration		X		X	X	
Decides What	X			X		X
Decides How		X			X	
Makes Policy	X					X
Carries Out Policy		X	X		X	
Sets Goals	X			X		X
Plans to Achieve Goals		X	X		X	
Reviews Plans	X			X		X
Implements Plans		X	X		X	
Monitors Progress	X		X		X	

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Questions?



Thank you

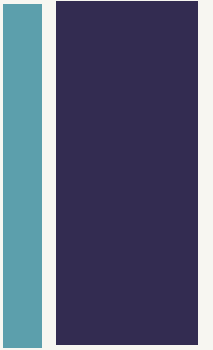
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*Your time, talents, and service to AAAL in pursuit of
our mission are appreciated.*



Further Useful Information. . .

What is an Association?

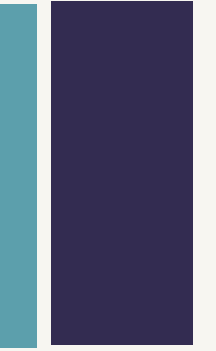


- Internal Revenue Service (IRS) Definition: a group of persons banded together for a specific purpose
- ASAE (American Society of Association Executives) Definition: A sense of community coordination is at the heart of the association profession. People voluntarily join associations because they want to work together on a common cause or interest... today's associations still share the purpose of coming together to produce positive results.
- *The Will to Govern Well*: Associations are unique because they are like a triple-helix DNA composed of three intertwined threads – members as **owners**, members as **customers**, and members as **workforce**... Associations' owners, customers, and workforce are one and the same. **Key competitive advantages** associations have in the 21st century – the aggregate intellectual capital of their membership, their energy as a community with common purpose, and their credibility as a volunteer institution.

Associations are unique because of their commonness, voluntary nature, goals, and people.



How You Are Seen By Those You Serve



Industry
Proponents

Ambassadors

Custodians of
the Future

Connectors

Advocates

Leader
Locators

Strategists

Responsible
Leaders

Custodians of
their
Experience

Problem
Solvers

Member
Advocates

Alternative
Creators

"The Face"

"The Future" -
Possibility

Best Practices: Operational vs. Strategic Governance



- Governance means “to steer” = oversight, processes, independence and accountability
- Governance in Non-Profits – Three Functions:
 1. Approve outcomes/goals (i.e. set the goals that benefit the community of stakeholders)
 2. Make sure resources are available to achieve outcomes (financial, human, etc.)
 3. Ensure desired outcomes are achieved (monitor and ensure accountability)

Executive Committee Responsibilities



- Governance
 - Determine the organization's mission and purpose and be accountable for execution
 - Set policy
- Set strategy and goals (decide “what”)
- Ensure effective organizational planning
 - Ensure adequate resources (funds, time, technology, etc.) – i.e. delegate to appropriate leader/committee
 - Monitor and strengthen programs and services
 - Oversee policy and program implementation
- Orient new EC members and assess EC performance

Best Practices: Operational vs. Strategic Governance




Operational Governance


- Operational = EC functions looking at **today**
- Focus is on internal issues suggesting a “management approach” to governance
- Focus on “how”


Strategic Governance

- Strategic = EC functions looking at the **future**
- Focuses on external issues, strategic direction and outcomes rather than on implementation; also known as the “leadership approach” to governance
- Focus on “what” and “why”
- Consider
 - Who do we want to serve?
 - With what products and services?
 - Through what channels and processes?

Food for Thought...

- 
- What can our members get from AAAL that they cannot get anywhere else?

- 
- What issues should AAAL be considering to stay relevant and timely with our membership?

- 
- What are trends (both internal to the industry and external factors) that might affect how we do business?