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Task Forces Purpose and Structure

Task forces exist to carry out the activities of the Association and are vital to its continued existence. All members are encouraged to become active in task forces, and a prerequisite to serving on a task force is current AFCPE membership. Task forces may be created or eliminated at the President’s discretion with approval of the Board of Directors. The President shall appoint all task forces on January 1 for the period of time annotated in the task force descriptions below. All task force activities will be conducted in accordance with the AFCPE Task Force Guidelines, Appendix A of this manual.

- **Standing task forces required by AFCPE Bylaws**:
  - Executive: President, President-Elect, Past President, Treasurer, Secretary
  - Finance: Treasurer (chair) and other AFCPE Members
  - Investment: Treasurer (chair) and other AFCPE Members
  - Nominations: Past President (chair) and two other members of the Board of Directors

- **Ad hoc task forces appointed by the President**:
  - Awards
  - Symposium
    - Program
    - Proceedings
    - Research Papers
    - Student Papers
    - Practitioners’ Forum
    - Posters
  - Diversity and Inclusion
  - Government Relations
  - Member Services
  - Newsletter
  - Career Development
  - Building the Bridge (Research to Practice)
  - Student
Liaison Appointments

Board liaisons shall be appointed by the President. Task forces will be assigned based on experience and needs of the task force.

Duties of the Liaison

• Coordinate the appointment of the task force chairpersons.
• Coordinate the work of the task forces of the Association in part by requesting each task force chair to provide written goals and objectives for the upcoming year.
• Request that the chair of each task force prepare a brief written report of task force activities for the previous year and schedule oral presentations of such reports to the Board during their deliberations during the Annual Symposium, or at other times as appropriate.
• Assists chairs in identifying others to serve on the task force.
• Keeps chairs informed of new and existing policies that affect task force operations.
• Carries task force concerns and issues to the Board as needed; serves as a direct link between the task force and the Board, relaying copies of all correspondence and annual reports to the President and Executive Director.

Task Force Chairs Appointments

• Shall be recommended by Board Liaisons and approved by the President.
• Preference for appointment as chair is given to prior task force members with consistent and positive participation.
• Task Force Chairs must express interest in volunteering for this role.
• All chairs serve for a term of two years, with the exception of Symposium program, which serves a one-year term, unless otherwise approved by President.
• Terms begin January 1 and conclude on December 31 of the following year.
• Chairs may serve additional terms at the discretion of the President.

Duties of Task Force Chairs

• Identifies representatives from each member constituency to serve on the task force.
• Keeps the Liaison informed of task force activities.
• Carries issues and/or concerns to the Liaison for Board discussion.
• Works towards the objectives established for the year.
• Provides copies of all correspondence to the appropriate liaison.
• Submit a Task Force Report to Board Liaison 2 weeks prior to scheduled Board meetings. Reports include: roster of task force members, accomplishments for the current year, suggested goals for the next year, and as appropriate, a budget for the following year. Liaisons will share summaries of these reports during the Board meeting and Annual Business meeting held in conjunction with the Annual Symposium Board meeting. Chairs may be requested to report at Board or business meetings on task force activities, or may request time to present reports at Board meetings.
• Leads and manages the Task Force, through responsibilities outlined in Appendix A.
Equity Screen

The Equity Screen has been created to encourage deliberate and well-planned decision making, especially decision making that impacts a specific population. Ideally, the decision-making body should be reflective of the population being impacted by the decision. If this is not the case, steps should be taken to bring those voices to the table before a final decision is made. To help guide this discussion, the following questions should be asked, in the order provided:

1. What is the purpose of the policy/program/decision
2. Who is most impacted by the policy/program/decision
3. Do those impacted have a voice in the policy/program/decision
4. How does this policy/program/decision help to empower those we serve?
Appendix A

AFCPE Task Force Guidelines

Responsibilities of Task forces
Each task force should fully understand the policies of the association, be familiar with the strategic plan, and the scope of authority and limitations for action.

A task force might be empowered to act or be responsible only to draft recommendations. If it can both recommend and act, the task force should know if an expenditure of funds is authorized and, if so, the limitations established.

Traditionally, a task force member participates at the expense of his or her own company. If participation would be prohibited because the company cannot pay for the member to attend meetings, the problem will be reviewed for an exception. If reimbursement is made to anyone, it is limited to coach airfare and hotel room only. This condition must be established before accepting a position on any task force or task force.

The Task Force Chairperson
The key to a successful task force—even with able task force members and solid objectives—is the chairperson. The smooth management and creative achievements of a task force are in direct relation to the chairperson’s ability to lead and direct the task force’s functions. An effective task force needs a chairperson who will accept responsibility while encouraging others to offer thoughts and recommendations on the task force’s activities.

The chairperson’s responsibilities and duties can be placed in four general categories:

1. **Planning.** The chairperson consults with the Staff contact and Board Liaison to plan and develop the task force’s agenda within the framework of the task force’s responsibilities and to schedule meetings. The entire program of task force work responsibilities should be thoroughly reviewed so that individual task force assignments can be made effectively.

2. **Conducting Meetings.** The chairperson consults with the staff contact to develop an agenda and directs the task force’s work. He/she maintains the group’s focus, stimulates group thinking, encourages and channels discussions, weighs the value of expressed ideas and suggestions, summarizes constructive suggestions and seeks out decisions.

3. **Maintaining Records and Information.** He/she ensures that accurate minutes are kept, motions recorded, attendance is tracked, necessary reports prepared, and a record of task force work maintained. In addition, the chairperson remains constantly
informed regarding the progress of individual task force members’ assignments. Reports are submitted two weeks prior to the scheduled Board meeting.

4. **Getting Action.** The chairperson must motivate members toward active participation and involvement in task force activities. With overall objectives in mind, he/she must channel the interests and talents of individual task force members into productive efforts and ensure the necessary follow-up action.

**Task Force Members**

Task Force Members play a crucial role in Associations. The success of the task force depends on the contributions made by each of its members. Members should consider the following guidelines for task force participation:

- Attend the meeting. Members who miss two meetings without prior arrangement are automatically removed from the task force.
- Review the agenda and accompanying materials prior to attending the meeting. Seek clarification of any items that are not clear.
- Stick to the agenda during the meeting.
- Determine what the exact purpose of the meeting is and decide in advance how and what to contribute.
- Keep replies short and to the point.
- Do not hesitate to comment, criticize constructively or disagree.
- Keep in mind that the volunteer group has authority to decide and act, not individual members.

**Task Force Reports**

Formal task force reports, recommending a course of action or conveying information to the Board of Directors, are to be presented by the Board Liaison in written form via an online portal.