

This is an internal document for the ENPHE Governing Board and membership. It includes the principle skills, attributes, roles and tasks of the individual governing board members.

PRINCIPLES

The Governing Board consists of six members who are a chairperson, a vice-chairperson, a treasurer, a student member and two members at large.

Regardless of the appointment process, forming a capable governing board starts with clarity about what skills, experience, attributes and perspectives are needed. This goes hand in hand with a clear communication of these expectations.

The board member position requires strong conceptual, leadership and facilitation skills. It demands the ability to engage in complexity and to communicate in transnational and transdisciplinary environments.

At the same time, an effective board is not possible without the right fit between the individual and the role. This goes hand in hand with the ability to efficiently work in a team.

All Governing Board positions are voluntary and unpaid. Any reimbursement of expenses is regulated by the ENPHE activity and financial plans.

CORE ATTRIBUTES

- Commitment to ENPHE's mission, vision and values
- Strategic thinking skills
- Governance skills
- Leadership skills
- Financial governance skills
- Understanding of physiotherapy higher education
- Understanding of transnational context and transdisciplinary relationships
- Facilitation and interpersonal skills
- Independent thinking towards common consensus
- Teamwork skills
- Ethical standards and integrity
- Time for appropriate contribution
- A good personal network
- Good English language skills, both spoken and in writing.

ENPHE BOARD POSITION DESCRIPTION

TITLE OF POSITION – CHAIRPERSON

APRIL 2020

PRINCIPAL PURPOSE OF ROLE

- To govern ENPHE and to advance and protect the long-term interests of the network throughout Europe and the world.
- To provide leadership to the Board to ensure the board and network functions effectively.
- To chair the ENPHE General Assembly
- To represent ENPHE towards external stakeholders.

GENERAL DUTIES AND RESPONSIBILITIES OF A BOARD MEMBER

To act honestly, in good faith and in the best interests of ENPHE and its members, and in so doing, to support the network in fulfilling its mission and discharging its accountabilities.

PRIMARY DUTIES

In concert with fellow board members, and supported by the coordinators' council, the chairperson will:

- Set the strategic direction and priorities for the network
- Set policy and management performance expectations
- Employ the network staff
- Characterise and manage risks
- Monitor and evaluate network achievements
- Plan the board's annual schedule of meetings and agendas
- Chair all meetings of the board and the general assembly and ensure that they are conducted efficiently and effectively
- Oversee internal communication with the membership
- Lead communication towards external stakeholders; and
- Represent the network towards external stakeholders.

SCOPE OF POSITION

The chairperson is a fully accountable, individual member of the board.

APPOINTMENT & TENURE

The chairperson is appointed for a period of four (4) years with the option to stand for further terms. The role of the chairperson is elected by ENPHE's Coordinators' Council.

TIME COMMITMENT

An estimated commitment of at least 24 working days per year plus attendance of at least four board meetings, one seminar and one general assembly per year with app. 10 to 12 working days per year. The board meetings may be offline or online meetings.

CONFLICT OF INTEREST

The chairperson should be free of significant conflicts of interest and declare any matters that may impact on performance as a chairperson.

PERSONAL ABILITIES & SKILLS

The chairperson should ideally have the following abilities:

GENERAL

- To see the big picture, the implications and impact on issues in the broader sense
- To make sensible, astute recommendations and decisions
- To interpret both factual and conceptual information and make sound judgements based on that information
- To contribute to the creation and not merely the preservation of membership value
- To be able to distinguish between the separate but complementary roles of governance and management, and
- To be fluent in spoken and written English.

LEADERSHIP

- To manage a diverse executive and operational team
- To resolve conflict
- To manage problem-solving and decision-making processes
- To inspire the membership and stakeholders, and to build participation.

STRATEGIC

- To understand the needs and demands of the entire ENPHE membership
- To understand the position and relationship with key stakeholders of the network
- To ensure that strategies and action plans are adopted that will deliver the network's vision and mission, and
- To look beyond the short-term and ensure that the board adopts a longer-term, sustainable and visionary approach.

CONTENT

- Sound knowledge of and experience in the field of physiotherapy higher education.
- Sound experience in leadership.

ANALYTICAL

- To interpret financial statements and statistical information and the significance and meaning of appropriate performance indicators
- To question and probe information, assumptions and assertions in a quest for improved understanding and better decision-making; and
- To remain objective and measured under pressure.

SOCIAL

- To participate actively and harmoniously, respecting and valuing the contributions of others and contributing to effective teamwork
- To articulate a point of view in a coherent and persuasive manner without dominating the board's proceedings; and
- The strength of character to maintain an independent point of view when others disagree.

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DATE AND SIGNATURE

ENPHE BOARD POSITION DESCRIPTION

TITLE OF POSITION – VICE-CHAIRPERSON

APRIL 2020

PRINCIPAL PURPOSE OF ROLE

- To assist the chairperson to govern ENPHE and to advance and protect the long-term interests of the network throughout Europe and the world.
- To perform the responsibilities of the chairperson during the chairperson's absence.
- To lead and coordinate the relationship with the ENPHE country coordinators' committee.
- To lead and oversee ENPHE's economic development, by working in partnership with staff or advisors.

GENERAL DUTIES AND RESPONSIBILITIES OF A BOARD MEMBER

To act honestly, in good faith and in the best interests of ENPHE and its members, and in so doing, to support the network in fulfilling its mission and discharging its accountabilities.

PRIMARY DUTIES

In concert with the rest of the board, the vice-chairperson will:

- Provide advice as required to the chairperson in all matters concerning the governance of the network
- Manage the network staff and provide advice as required to senior management staff in all matters concerning the interests of the network
- Particularly support the network management staff in reviewing the short- and long-term financing and funding strategies of the network
- Lead and coordinate the relationship with the ENPHE country coordinators' council, which includes preparing and chairing the meetings.
- Lead internal communication with the membership
- Lead communication towards external stakeholders and represent the network towards external stakeholders, if the chairperson is absent.

SCOPE OF POSITION

The vice-chairperson is a fully accountable, individual member of the board.

APPOINTMENT & TENURE

The vice-chairperson is appointed for a period of four (4) years with the option to stand for further terms. The role of vice-chairperson is directly elected by the Coordinators' Council.

TIME COMMITMENT

An estimated commitment of at least 18 working days per year plus attendance of at least four board meetings, one seminar and one general assembly per year with app. 10 to 12 working days per year. The board meetings may be offline or online meetings.

CONFLICT OF INTEREST

The vice-chairperson should be free of significant conflicts of interest and declare any matters that may impact on performance as a vice-chairperson.

PERSONAL ABILITIES & SKILLS

The vice-chairperson should ideally have the following abilities:

GENERAL

- To see the big picture and the implications and impact on issues in the broader sense
- To make sensible, astute recommendations and decisions
- To interpret both factual and conceptual information and make sound judgements based on that information
- To contribute to the creation and not merely the preservation of membership value
- To be able to distinguish between the separate but complementary roles of governance and management; and
- To be fluent in spoken and written English.

LEADERSHIP

- To manage a diverse executive and operational team
- To resolve conflict
- To manage problem-solving and decision-making processes
- To inspire the membership and stakeholders, and to build participation.

STRATEGIC

- To understand the needs and demands of the entire ENPHE membership
- To understand the position and relationship with key stakeholders of the network
- To ensure that strategies and action plans are adopted that will deliver the network's vision and mission; and
- To look beyond the short-term and ensure that the board adopts a longer-term, sustainable and visionary approach.

CONTENT

- Sound knowledge of and experience in the field of physiotherapy higher education.
- Sound experience in the field of leadership.
- Sound experience in the field of funding and sponsorship strategies.

ANALYTICAL

- To interpret financial statements and statistical information and the significance and meaning of appropriate performance indicators
- To question and probe information, assumptions and assertions in a quest for improved understanding and better decision-making; and
- To remain objective and measured under pressure.

SOCIAL

- To participate actively and harmoniously, respecting and valuing the contributions of others and contributing to effective teamwork
- To articulate a point of view in a coherent and persuasive manner without dominating the board's proceedings; and
- The strength of character to maintain an independent point of view when others disagree.

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DATE AND SIGNATURE

ENPHE BOARD POSITION DESCRIPTION

TITLE OF POSITION – TREASURER

APRIL 2020

PRINCIPAL PURPOSE OF ROLE

- To steer and oversee all financial aspects of the network, on behalf of the board, and to ensure its short and long-term viability.
- To assist the chairperson to govern ENPHE and to advance and protect the long-term interests of the network throughout Europe and the world; especially related to the proper financial governance of the network.
- To work in partnership with financial staff or advisors ensuring that the board fulfils its duties and responsibilities for the proper financial governance of the network.

GENERAL DUTIES AND RESPONSIBILITIES OF A BOARD MEMBER

To act honestly, in good faith and in the best interests of ENPHE and its members, and in so doing, to support the network in fulfilling its mission and discharging its accountabilities.

PRIMARY DUTIES

In concert with the rest of the board, the treasurer will:

- Provide advice as required to the chairperson and vice-chairperson, especially in matters concerning the financial governance of the network
- Ensure that ENPHE operates within the financial guidelines set out in the network's statutes / governance guidelines and by the board
- Ensure that the network has adequate financial audit controls and that these are monitored and reviewed regularly
- Identify and bring to the attention of the board, any financial risks facing the network
- Scrutinise annual budgets, accounts, cash-flow, performance against budget, financial management and advise the board accordingly
- Lead and manage the network's financial staff or advisors and meet the auditors at least once a year
- Present the financial management to the general assembly drawing to members' attention all relevant matters
- Support the vice-chairperson in reviewing the short- and long-term financing and funding strategies of the network

SCOPE OF POSITION

The treasurer is a fully accountable, individual member of the board.

APPOINTMENT & TENURE

The treasurer is appointed for a period of four (4) years with the option to stand for further terms. The role of treasurer is directly elected by the Coordinators' Council.

TIME COMMITMENT

An estimated commitment of at least 18 working days per year plus attendance of at least four board meetings, one seminar and one general assembly per year with app. 10 to 12 working days per year. The board meetings may be offline or online meetings.

CONFLICT OF INTEREST

The treasurer should be free of significant conflicts of interest and declare any matters that may impact on performance as a board member.

PERSONAL ABILITIES & SKILLS

The treasurer should ideally have the following abilities:

GENERAL

- To see the big picture and the implications and impact on issues in the broader sense
- To make sensible, astute recommendations and decisions
- To interpret both factual and conceptual information and make sound judgements based on that information
- To contribute to the creation and not merely the preservation of membership value
- To be able to distinguish between the separate but complementary roles of governance and management; and
- To be fluent in spoken and written English.

LEADERSHIP

- To manage problem-solving and decision-making processes.

STRATEGIC

- To ensure that strategies and action plans are adopted that will support and are aligned with the network's financial governance.

CONTENT

- Basic knowledge of and experience in the field of physiotherapy higher education
- Sound knowledge and experience in the field of financial governance.

ANALYTICAL

- To interpret financial statements and statistical information and the significance and meaning of appropriate performance indicators
- To question and probe information, assumptions and assertions in a quest for improved understanding and better decision-making; and
- To remain objective and measured under pressure.

SOCIAL

- To participate actively and harmoniously, respecting and valuing the contributions of others and contributing to effective teamwork
- To articulate a point of view in a coherent and persuasive manner without dominating the board's proceedings; and
- The strength of character to maintain an independent point of view when others disagree.

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DATE AND SIGNATURE

ENPHE BOARD POSITION DESCRIPTION

TITLE OF POSITION – BOARD MEMBER-AT-LARGE

APRIL 2020

PRINCIPAL PURPOSE OF ROLE

- To assist the chairperson to govern ENPHE and to advance and protect the long-term interests of the network throughout Europe and the world.
- The following roles are assigned to members-at-large:
 - To lead and coordinate the relationship with the ENPHE working groups.
 - To lead and coordinate the relationship with the content developments.
 - To lead and coordinate the website development.
 - To lead and coordinate project work.
 - To coordinate the Emergent Development Space.
 - To engage with the interest of the associated membership.

GENERAL DUTIES AND RESPONSIBILITIES OF A BOARD MEMBER

To act honestly, in good faith and in the best interests of ENPHE and its members, and in so doing, to support the network in fulfilling its mission and discharging its accountabilities.

PRIMARY DUTIES

In concert with the rest of the board, the member-at-large will:

- Provide advice as required to the chairperson in all matters concerning the governance of the network; with specific input related to the ENPHE seminars and ENPHE working groups
- Particularly support the network management staff related to the support for and coordination of the ENPHE working groups or projects, and the planning and implementation of the ENPHE seminars
- Lead communication with the ENPHE working groups
- Represent the network towards the ENPHE students' board and ENPHE working groups.

SCOPE OF POSITION

A member-at-large is a fully accountable, individual member of the board.

APPOINTMENT & TENURE

A member-at-large is appointed for a period of four (4) years with the option to stand for further terms. The role of member-at-large is elected by ENPHE's Coordinators' Council. The specific thematic role of each member-at-large is assigned by the board based on skills, competence and interest.

TIME COMMITMENT

An estimated commitment of at least 12 working days per year plus attendance of at least four board meetings, one seminar and one general assembly per year with app. 10 to 12 working days per year. The board meetings may be offline or online meetings.

CONFLICT OF INTEREST

The member-at-large should be free of significant conflicts of interest and declare any matters that may impact on performance as a board member.

PERSONAL ABILITIES & SKILLS

The member-at-large should ideally have the following abilities:

GENERAL

- To see the big picture and the implications and impact on issues in the broader sense
- To make sensible, astute recommendations and decisions
- To interpret both factual and conceptual information and make sound judgements based on that information
- To contribute to the creation and not merely the preservation of membership value
- To be able to distinguish between the separate but complementary roles of governance and management; and
- To be fluent in spoken and written English.

LEADERSHIP

- To inspire the membership and stakeholders, and to build participation.

STRATEGIC

- To understand the needs and demands of the entire ENPHE membership
- To understand the position and relationship with key stakeholders of the network
- To ensure that strategies and action plans are adopted that will deliver the network’s vision and mission; and
- To look beyond the short-term and ensure that the board adopts a longer-term, sustainable and visionary approach.

CONTENT

- Sound knowledge of and experience in the field of physiotherapy higher education, OR
- Sound knowledge in a specific development field of ENPHE

ANALYTICAL

- To interpret financial statements and statistical information and the significance and meaning of appropriate performance indicators
- To question and probe information, assumptions and assertions in a quest for improved understanding and better decision-making; and
- To remain objective and measured under pressure.

SOCIAL

- To participate actively and harmoniously, respecting and valuing the contributions of others and contributing to effective teamwork
- To articulate a point of view in a coherent and persuasive manner without dominating the board’s proceedings; and
- The strength of character to maintain an independent point of view when others disagree.

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DATE AND SIGNATURE

ENPHE BOARD POSITION DESCRIPTION

TITLE OF POSITION – STUDENT BOARD MEMBER

APRIL 2020

PRINCIPAL PURPOSE OF ROLE

- To assist the chairperson to govern ENPHE and to advance and protect the long-term interests of the network throughout Europe and the world.
- To ensure the voice and recognition of students' interest in the governing process of ENPHE
- To ensure and lead information flow towards the ENPHE and other student groups

GENERAL DUTIES AND RESPONSIBILITIES OF A BOARD MEMBER

To act honestly, in good faith and in the best interests of ENPHE and its members, and in so doing, to support the network in fulfilling its mission and discharging its accountabilities.

PRIMARY DUTIES

In concert with the rest of the board, the member-at-large will:

- Provide advice as required to the chairperson in all matters concerning the governance of the network; with specific input related to the ENPHE students' group interests / needs
- Lead communication with the ENPHE students' group
- Represent the network towards the ENPHE students' group, and vice versa
- Represent the network towards the other relevant students' groups.

SCOPE OF POSITION

The student board member is a fully accountable, individual member of the board.

APPOINTMENT & TENURE

A student board member is appointed for a period of two (2) years. The role of student board member is nominated by the ENPHE student group.

TIME COMMITMENT

An estimated commitment of at least 12 working days per year plus attendance of at least four board meetings, one seminar and one general assembly per year with app. 10 to 12 working days per year. The board meetings may be offline or online meetings.

CONFLICT OF INTEREST

The student board member should be free of significant conflicts of interest and declare any matters that may impact on performance as a board member.

PERSONAL ABILITIES & SKILLS

The student board member should ideally have the following abilities:

GENERAL

- To see the big picture and the implications and impact on issues in the broader sense
- To make sensible, astute recommendations and decisions

- To interpret both factual and conceptual information and make sound judgements based on that information
- To contribute to the creation and not merely the preservation of membership value
- To compromise and collaborative solution finding/problem solving
- To be fluent in spoken and written English.

LEADERSHIP

- To inspire the membership and stakeholders, and to build student participation.

STRATEGIC

- To understand the needs and demands of the ENPHE student group and the ENPHE membership
- To look beyond the short-term and ensure that the board adopts a longer-term, sustainable and visionary approach

CONTENT

- Being enrolled in a HE physiotherapy programme.

ANALYTICAL

- To question and probe information, assumptions and assertions in a quest for improved understanding and better decision-making; and
- To remain objective and measured under pressure.

SOCIAL

- To participate actively and harmoniously, respecting and valuing the contributions of others and contributing to effective teamwork
- To articulate a point of view in a coherent and persuasive manner without dominating the board's proceedings; and
- The strength of character to maintain an independent point of view when others disagree.

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DATE AND SIGNATURE



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