

## Procedure 9.2 **Faculty leadership and Board reporting**

### **1. Overview**

The Imago International Institute is a division of Imago Relationship International, and continues the work of Imago clinical training started within the Institute for Imago Relationship Therapy founded by Harville Hendrix, PhD. Dr. Hendrix serves as Chancellor of the Institute.

The Institute is comprised of its Chancellor, President (who is the Executive Director of IRI) and the Faculty. The Faculty members are Certified Clinical Instructors and Clinical Instructor Candidates.

The Faculty is a self-led group with no formal leader. The Executive Director of IRI, working with the staff member appointed as Training Coordinator, supports the faculty. This role includes arranging meetings, preparing agendas, and proposing documents for approval. The Executive Director is guided by the Faculty Advisory Committee, which is a group appointed by the Faculty. Membership of the Faculty Advisory committee will be reviewed at the annual Spring Faculty face-to-face meeting.

### **2. Board Responsibility**

The IRI Board has full legal responsibility and accountability for all the programs and activities of Imago Relationships International, including the Institute. However, in order for the Board to make the best decisions about clinical training it delegates responsibility to the faculty to design and implement high quality training.

The Board recognizes that the Faculty is a panel of experts and will respect decisions and recommendations from the faculty on clinical issues as they support the values and mission of IRI.

The Board ensures that the delegation of its responsibilities is operating in alignment with its requirements through the following:

1. The Board has appointed a Professional Training and Standards Committee to ensure that Imago clinical and educational programs accurately reflect Imago theory and practice and achieve high standards of quality.

2. The Chair of the Faculty Advisory Committee shall be a member of the Board of Imago Relationships International and a faculty member.

3. The Executive Director is closely involved in Faculty operations and reports to the Board.

### **3. Faculty Responsibility**

On behalf of the Board, the Faculty is responsible for the following:

Leading Clinical Training including:

- Maintaining Imago at the cutting edge of best practices
- Expanding and creating Imago theory and practice
- Leading the evolution of the relational paradigm through exploration
- Plumbing the depths of Imago theory and practice
- Setting standards for policies and training
- Setting the ethical standards for the community

Supporting the Imago community including:

- Maintaining connection with the Imago community
- Ensuring that an Imago Journal is produced
- A strong and well defined relationship with Board

Supporting the Imago Mission including:

- Keeping Imago in the public eye through frequent publications
- Effectively recruiting a diverse range of people to training
- Being driven by the mission for social transformation
- Making presentations frequently at other non-Imago conferences
- Keeping the Quality of Imago clinical work high

In order to achieve this, the Faculty should be:

- Collaborative, Dialogical and curious in working together
- Financially transparent with clear financial policies
- Seen by the community as open and responsive
- Willing to keep themselves at the highest level of clinical skills

#### **4. Faculty Self Governance:**

The Faculty has a self governance process in order to enable it to be attuned to its own development and growth. It also includes a process to deal with grievances trainees may have in regards to their training.

#### **5. Disagreements between the Faculty and the Board**

From time to time, there may be a disagreement between the faculty and the Board over an issue relating to clinical practice.

The Board has ultimate accountability legally for all Imago activities, and it may need to implement a decision which is opposed by the faculty. However, before doing so the Board agrees to engage in a dialogue process with the faculty.

This dialogue will be between a panel of three from the Board and three from the faculty.

The Board panel will include the Board Chair, and Chair of PTSC.

The Faculty panel will be comprised of active Master Trainers, The Chair of the Faculty Advisory Committee and other members elected by the faculty.

The Chancellor of the Institute will be invited to participate. The Board Chair will select a facilitator for the dialogue in consultation with the Chancellor, Executive Director, and Chair of the Faculty Advisory Committee.

The Dialogue will ensure that the Board is able to hear and validate the reasons the faculty has for disagreeing with its decision.

#### **6. Chair of the Faculty Advisory Committee**

The Chair of the Faculty Advisory Committee is primarily a passive role, and not a day-to-day leadership role.

The role should only become active when there is disagreement within the faculty. The Chair should then intervene to ensure that a relational process is followed, based on the dialogue.

The Chair will convene a committee which will meet monthly with the Executive Director. The primary role of the committee is to:

- Assist the Executive Director in planning agendas
- Provide a sounding board for draft documents and proposals
- Advise on how to discuss issues with the faculty

The Chair is required to be a full Faculty member, in addition to a Board member. Should the faculty wish to appoint a Chair who is not a Board member, that candidate will need to be recommended to the nominating committee, for acceptance onto the Board using the usual voting process.

The Chair of the Faculty Advisory committee will be chosen by a vote of the faculty, requiring a 2/3 majority.

## **7. Executive Director and Training Coordinator**

The Executive Director runs the operations of IRI on behalf of the Board. This includes providing management services to the faculty which includes:

- Arranging meetings, and preparing agendas
- Preparing proposals
- Facilitating discussions, and helping to guide the faculty to consensus
- Accomplishing all administration duties required for the faculty to operate professionally and effectively
- Ensuring that the Faculty has a strong input into IRI strategy, and communicating the final strategy to the faculty
- Marketing and promoting trainings

The Training Coordinator is a member of the Executive Director's staff team, who is primarily responsible for administrative support to the faculty, including:

- Maintaining training records and issuing certifications
- Organizing trainings

## **8. Professional Training and Standards Committee**

The PTSC is a Board committee which assists the Board in the delegation of its responsibilities to the Faculty.

On behalf of the Board it reviews standards for clinical training, and makes recommendations to the Board and Faculty for improvements or changes.

It is responsible to receive new and revised programs from the Programs Committee and recommend their approval to the Board.

## **9. Faculty member involvement with Decision making and policy**

The faculty now has about 28 members attending meetings regularly. This is becoming an unwieldy group for decision making, and many members have expressed concerns about the use of their time in such a large group

Therefore the following principles are proposed:

1. Faculty business management should allow for maximum time during phone-bridges and face-to-face meeting for clinical work. This would include always having one-hour of the monthly phone-bridge for clinical issues
2. The majority of detailed discussion on issues will be delegated to Task Forces or the Faculty Advisory Committee who will present their views to collect input and for voting. Often this vote might be not be until a second presentation after input has been processed. We suggest experimenting with voting, because for some issues reaching a consensus takes more than the available time.
3. To help keep faculty business discussions brief an outline plan will be presented to every meeting, and used to quickly update members.

