

# Irrigation Association Board Director Nomination Resources

## 1 of 3: IA Board Director Profile

### Leadership Experience

Demonstrated capacity to lead in ways that contribute to effective governance, strategic decision-making, and stewardship on behalf of the irrigation industry.

#### 1. Strategic and Organizational Leadership

- Experience leading teams, organizations, divisions or business units
- Accountability for strategic planning or business strategy
- Experience making decisions that impact multi-year outcomes

#### 2. Governance or Board-Related Experience

- Prior service on boards, committees, councils or advisory groups
- Familiarity with governance roles, fiduciary duty and oversight functions
- Ability to understand and uphold the responsibilities of a governing body
- Prior service at IA is valued but not required

#### 3. Industry Leadership & Influence

- Recognized leadership within one's sector or professional community
- Ability to think and act beyond individual or company interests
- Understanding of industry-wide challenges, opportunities and emerging issues

#### 4. Leadership in Complex or Cross-Sector Environments

- Experience navigating diverse stakeholder perspectives
- Ability to collaborate across boundaries or disciplines
- Leadership in contexts where decisions benefit a broader system, not a single constituency

### II. Leadership Traits

The interpersonal, ethical, and cultural qualities needed to serve effectively as a Board Director and uphold the Board's shared purpose and expectations. These reflect the Board's desire for stronger alignment, shared stewardship and cultural clarity.

#### 1. Integrity and Responsibility

- Demonstrates honesty, ethical conduct and reliability
- Follows through on commitments
- Prioritizes the best interests of the industry and IA's mission

## **2. Collaboration and Constructive Engagement**

- Works effectively with peers; listens actively
- Contributes respectfully and thoughtfully
- Engages in productive debate and consensus-building

## **3. Strategic Thinking and Sound Judgment**

- Ability to think long-term, beyond tactical issues
- Uses data, experience and strategic context to make decisions
- Recognizes broader implications of Board actions

## **4. Industry Stewardship Mindset**

- Acts in the interest of the entire irrigation industry—not a single segment
- Demonstrates neutrality when appropriate and avoids sector advocacy
- Upholds the “one voice” Board culture

## **5. Curiosity and Learning Orientation**

- Willing to ask questions, seek clarity and deepen understanding
- Receptive to new ideas and emerging industry trends
- Shows commitment to continuous Board development

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## 2 of 3: IA Board Director Nominee Application Questions

The following questions are mandatory for IA Board Director nominations. Please be prepared to answer the following in 3-6 sentences per question when submitting the [online nomination](#). Longer responses are welcome but not required. Section 1, omitted from below, captures Contact Information and Eligibility information.

### Section 2 | Leadership Experience

1. Describe your leadership experience.
2. Describe any governance or board-related experience you have.
3. How have you demonstrated leadership within the irrigation industry or your professional sector more broadly?
4. Provide an example of a time when you had to navigate a complex decision with multiple stakeholders. Describe your approach and the outcome.

### Section 3 | Leadership Traits

1. Why are you interested in serving on the IA Board of Directors? How do you view the Board's role in helping advance the industry?
2. Describe a time when you contributed to a collaborative decision-making environment. What was your role, and what did you learn?
3. How do you approach situations in which your own sector's priorities differ from what may be best for the industry as a whole?
4. Share an example that demonstrates your integrity, judgment or commitment to professionalism.

### Section 4 | Alignment With IA's Mission & Governance Culture

1. What do you believe are the most important strategic issues facing the irrigation industry in the next 3-5 years?
2. What strengths would you bring to the IA Board? Consider leadership qualities, experience, or perspectives that support Board effectiveness.
3. What areas of development or growth do you believe would help you be most effective as a Board Director?

### Section 5 | Additional Information

1. Is there any additional information you would like the Directors' Nominating Committee to consider?

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## 3 of 3: IA Board Director Nominee Application Evaluation Rubric

Definition \ Scale	1	2	3	4	5
Rubric Rating	Misaligned / Insufficient for Board Service	Some Gaps Evident	Meets Expectations	Strong / Above Expectations	Exceptional / Exemplary
<b>Leadership Experience</b>	<ul style="list-style-type: none"> <li>Minimal leadership experience or unclear demonstration of leadership capacity</li> <li>No evidence of understanding governance responsibilities</li> <li>Lacks ability to think beyond own role or company</li> <li>Not prepared for Board-level contribution</li> </ul>	<ul style="list-style-type: none"> <li>Leadership experience limited to narrowly defined roles</li> <li>Little or no exposure to strategic decision-making or governance.</li> <li>Difficulty articulating industry-wide perspectives</li> <li>May default to representing own sector or company</li> </ul>	<ul style="list-style-type: none"> <li>Foundational leadership experience in professional role</li> <li>Some strategic responsibilities, even if limited in scope</li> <li>May have limited experience but shows readiness to learn</li> <li>Demonstrates understanding of the breadth of industry issues</li> </ul>	<ul style="list-style-type: none"> <li>Solid leadership experience (team, department, business)</li> <li>Some governance exposure or strong strategic responsibilities</li> <li>Demonstrated ability to navigate complex decisions and stakeholder interests</li> <li>Understands broader industry context beyond their own company</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated leadership at significant scope (organization, division, major program)</li> <li>Meaningful governance or board-level experience with strong outcomes</li> <li>Deep understanding of strategic decision-making and industry-level impact</li> <li>Clear evidence of working effectively across sectors or systems</li> </ul>
<b>Leadership Traits</b>	<ul style="list-style-type: none"> <li>Pattern of behaviors inconsistent with Board culture or expectations</li> <li>Advocacy-driven, divisive, or unable to collaborate</li> <li>Poor judgment or inability to prioritize industry-wide interests</li> <li>Misalignment with IA's governance culture</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistent collaboration or tendencies toward narrow interests</li> <li>Difficulty engaging constructively in debate or consensus-building</li> <li>Limited insight into governance culture or stewardship</li> <li>Potential for friction within a high-performing Board</li> </ul>	<ul style="list-style-type: none"> <li>Generally collaborative and respectful</li> <li>Understands expectations for Board behavior; willing to grow</li> <li>Makes reasonable judgments; contributes appropriately</li> <li>No significant behavioral concerns</li> </ul>	<ul style="list-style-type: none"> <li>Reliable, ethical, and constructive in engagement</li> <li>Demonstrates collaborative behavior and productive participation</li> <li>Shows emerging strategic thinking and good judgment</li> <li>Consistently aligns with shared Board purpose</li> </ul>	<ul style="list-style-type: none"> <li>Consistently demonstrates integrity, good judgment, and industry-first stewardship</li> <li>Strong collaborator who elevates group performance</li> <li>Thoughtful, transparent communicator; brings strategic insight</li> <li>Models Board culture and fosters unity</li> </ul>