SWE Senate Meeting:
Governance and Leadership Engagement

January 31, 2015
Today’s Agenda

• Setting the Stage
• Research Highlights
• Table Discussions and Report Out
• Next Steps
• Q&A
Jay Younger, FASAE
Managing Partner & Chief Consultant

Liz Williamson
Consultant
## Task Force Members

<table>
<thead>
<tr>
<th>Task Force Members</th>
<th>Role/Title</th>
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</thead>
<tbody>
<tr>
<td>Elizabeth Bierman</td>
<td>FY15 President</td>
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<tr>
<td>Colleen Layman</td>
<td>FY16 President</td>
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<tr>
<td>Penny Wirsing</td>
<td>Director</td>
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<tr>
<td>Alexis McKittrick</td>
<td>Region E Governor</td>
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<td>Allison Terry</td>
<td>Senator</td>
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<tr>
<td>Karen Horting</td>
<td>SWE, Executive Director</td>
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<tr>
<td>Peter Finn</td>
<td>SWE, Deputy Executive Director and Chief Learning Officer</td>
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Today’s governance session is designed to:

• Facilitate conversation on key research findings
• Engage Senators in small group discussions to explore opportunities to optimize the SWE governance structure
• Gain valuable insight from Senators to inform future governance discussions and decisions
Conduct research and formulate recommendations to improve the effectiveness of SWE’s governance model and processes and ensure the organization is optimally positioned to drive member engagement and participation to achieve organizational goals in the future.
SWE and McKinley will evaluate:

- Roles and responsibilities of volunteer positions
- Structure/composition of governance bodies
- Methods to identify and cultivate future leaders
- Opportunities to enhance leadership training and assessment/evaluation
- Alignment of governance bodies to budget and strategy
SWE’s governance structure and leadership opportunities will:

• Provide leadership development opportunities to position members for personal and professional growth
• Deliver valuable experiences for members to contribute to mission-focused activities at all levels of the Society
• Be inclusive and accessible to all members
• Offer flexible opportunities to fit each members’ unique needs and interests
• Position the Society as a leading global association
• Allow the Society to continue to build confidence in women and girls through leadership-based training
Timeline

- **Fall 2014 – Winter 2015**: Conducting research and gathering data.
- **Spring – Summer 2015**: Formulating models and recommendations.
- **Fall 2015 – Winter 2016**: Presenting Recommendations.
- **2016 – Ongoing**: Finalizing and implementing the model.
Effective Practices in Association Governance
Association Landscape

- Changing Member Demographics
- Employer Policies
- Calls for “Explicit” ROI
- Information Overload
- Technology Expectations

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ASPIRE - ADVANCE - ACHIEVE
Governance: Core Responsibilities

- Duties of Care and Loyalty
- Define Mission & Purpose
- Assess Quality and Effectiveness
- Hire / Evaluate CEO
- Ensure Adequate Resources
- Guide Effective Planning
Governance: The “Three-Legged Stool”

**Practical Issues:**
- Size of Board
- Board composition
- Election process
- Term length

**Organizational Considerations:**
- Fiduciary duties
- Strategic focus
- Member-Staff partnership
- Accountability
- Knowledge transfer
- Committee involvement

**Focus on the Future:**
- IDing next generation of leaders
- Meaningful volunteerism

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ASPIRE • ADVANCE • ACHIEVE
Typical Engagement Ladder

Chapter attendee

Chapter volunteer

Chapter officer

National Committee

National Board

National Officer
Research Highlights
Methodology

Qualitative Interviews
- In-depth telephone interviews with volunteer leaders to measure perceptions

Benchmarking
- Evaluate and apply other organizations’ effective governance and engagement practices
Qualitative Interviews
Governance: Strengths

- Grassroots/Volunteer-driven
- Networking Opportunities
- Leadership Development
“SWE has always been a grassroots organization and I think that has been a major strength…”

“It has been great to learn and practice leadership skills in a supportive environment before I need to apply them at work.”
Governance: Challenges

- Bureaucracy/Complexity
- Ineffective communication
- Lack of clear purpose/roles and responsibilities
- Volunteer burnout
Opportunities

Streamlining the Governance Structure

• “There are too many layers and too many bylaws. We need more flexibility.”

Increasing Member Engagement

• “SWE has allowed me to learn and practice leadership skills in a supportive environment before I need to apply them at work.”

Maximizing the Leadership Experience

• “...valuable experiences have a defined scope. Having a clear purpose is what motivates people.”
Benchmarking
Benchmarking Participants

- American Institute of Architects
- National Society of Professional Engineers
- American College of Healthcare Executives
- American Academy of Orthopedic Surgeons
- Institute of Electrical and Electronics Engineers

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3 out of 4 participating organizations have bicameral governance structures with a small Board of Directors and a larger representative body, similar to SWE’s Senate.

<table>
<thead>
<tr>
<th>Org.</th>
<th>Board</th>
<th># of Members</th>
<th>Representative Body</th>
<th># of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>SWE</td>
<td>Board of Directors</td>
<td>13</td>
<td>Senate</td>
<td>40</td>
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<tr>
<td>AIA</td>
<td>Board of Directors</td>
<td>14-16</td>
<td>Strategic Council</td>
<td>50-60</td>
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<tr>
<td>NSPE</td>
<td>Board of Directors</td>
<td>19</td>
<td>House of Delegates</td>
<td>78</td>
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<tr>
<td>ACHE</td>
<td>Board of Governors</td>
<td>16</td>
<td>Council of Regents</td>
<td>70</td>
</tr>
<tr>
<td>AAOS</td>
<td>Board of Directors</td>
<td>16</td>
<td>N/A</td>
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Effective Practices

• 2 organizations noted that their Nominating Committee puts forth a single slate of recommendations for officers, which is voted on either by their Fellows or the Board

• Leadership Institutes or other leadership development programs were noted by 2 participating organizations as having a significant positive impact on their ability to identify and develop future association leaders
Roles and Responsibilities

- The representative bodies of all of the participating organizations with bi-cameral governance structures are designed to debate, discuss and provide strategic insight on the profession to the Board.
  - None of these groups are responsible for approving changes to the association’s bylaws

“If there are bylaws changes happening every year that are holding up the work of the organization, then something isn’t right.”
Discussion
### Meaningful Leadership Opportunities for SWE Members
*(coded open ended responses from Senate meeting at WE14)*

\[N=62\]

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Improvements to the Senate structure and composition (e.g., terms, representation)</td>
<td>23%</td>
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<tr>
<td>Enhanced selection, training and onboarding processes</td>
<td>21%</td>
</tr>
<tr>
<td>Clear purpose and goals (e.g., &quot;ability to make a difference&quot;)</td>
<td>19%</td>
</tr>
<tr>
<td>Opportunities to be more strategic</td>
<td>16%</td>
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<tr>
<td>More effective communication/collaboration</td>
<td>15%</td>
</tr>
</tbody>
</table>
Table Discussions

- **Time:** 60 minutes
- **Discussion Questions:** See handout
- **Output:** The appointed recorder from each table will be asked to report out on the table’s discussion after lunch
Your poll will show here

1. Install the app from pollev.com/app
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or
Open poll in your web browser
Your poll will show here

1. Install the app from pollev.com/app
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Next Steps

Fall 2014 – Winter 2015
Conducting research and gathering data

Spring – Summer 2015
Formulating models and recommendations

Fall 2015 – Winter 2016
Presenting Recommendations

2016 – Ongoing
Finalizing and implementing the model
Questions?
Thank you!

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Liz Williamson
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