



GOVERNANCE

REGIONS SUB-GROUP

Summary of FY16 Work & Recommendations

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INTRODUCTION & BACKGROUND

The original recommendation from McKinley was:

Dissolve SWE's Regional Fiduciary Governance Structure

Rationale: Dissolving SWE's Regional Fiduciary Governance Structure will reduce overlap and minimize duplication of efforts between various layers of the governance structure, themes which surfaced repeatedly in the research. Many key responsibilities of the Regional Governance structure, such as organizing regional conferences and planning training and education for SWE leaders, can be administered more efficiently and consistently through SWE's HQ staff, with input from key volunteer leaders (e.g., committees, task forces, etc.) which may, or may not, have an explicit geographic focus (e.g., a SWE volunteer leaders' development committee could have oversight for content at all venues across the country).

The regions sub-group first identified all the functions that regions perform in SWE today. We surveyed current leaders to identify the most critical functions in their view, as well as the most frustrating hurdles they encounter in performing their roles. We then began systematically discussing the themes and topics which emerged and what we thought the best way to accomplish the various functions might be. Below is a list of the different telecon topics the team held:

- SWE Business: What SWE business that we are currently doing is valuable? Is there anything we should recommend discontinuing? Who should be involved in what levels of business?
- Role overlap & Collegiate vs. Professional experience: What areas overlap? Would it make sense to merge/eliminate positions? Should we have a more similar structure for both collegiate and professional sections in terms of voting and information flow?
- Administrative work to move to HQ staff: We agreed early on that administrative tasks should be performed by HQ staff *provided they had the bandwidth*. Let's assume HQ had the bandwidth, and create a prioritized list of these tasks.
- Training for section leadership: What upfront training topics can we provide SWE leaders to result in fewer questions or unknowns? What training can SWE provide that will benefit our members in their careers as well?

After the results of this group's discussions were compiled with those of the other sub-group, the BOD presented an 8000-foot view of the future structure of the Society at the Winter Senate meeting in February in Philadelphia, which did not include a region structure. This sub-group went on to create the recommendations in this report as a result.

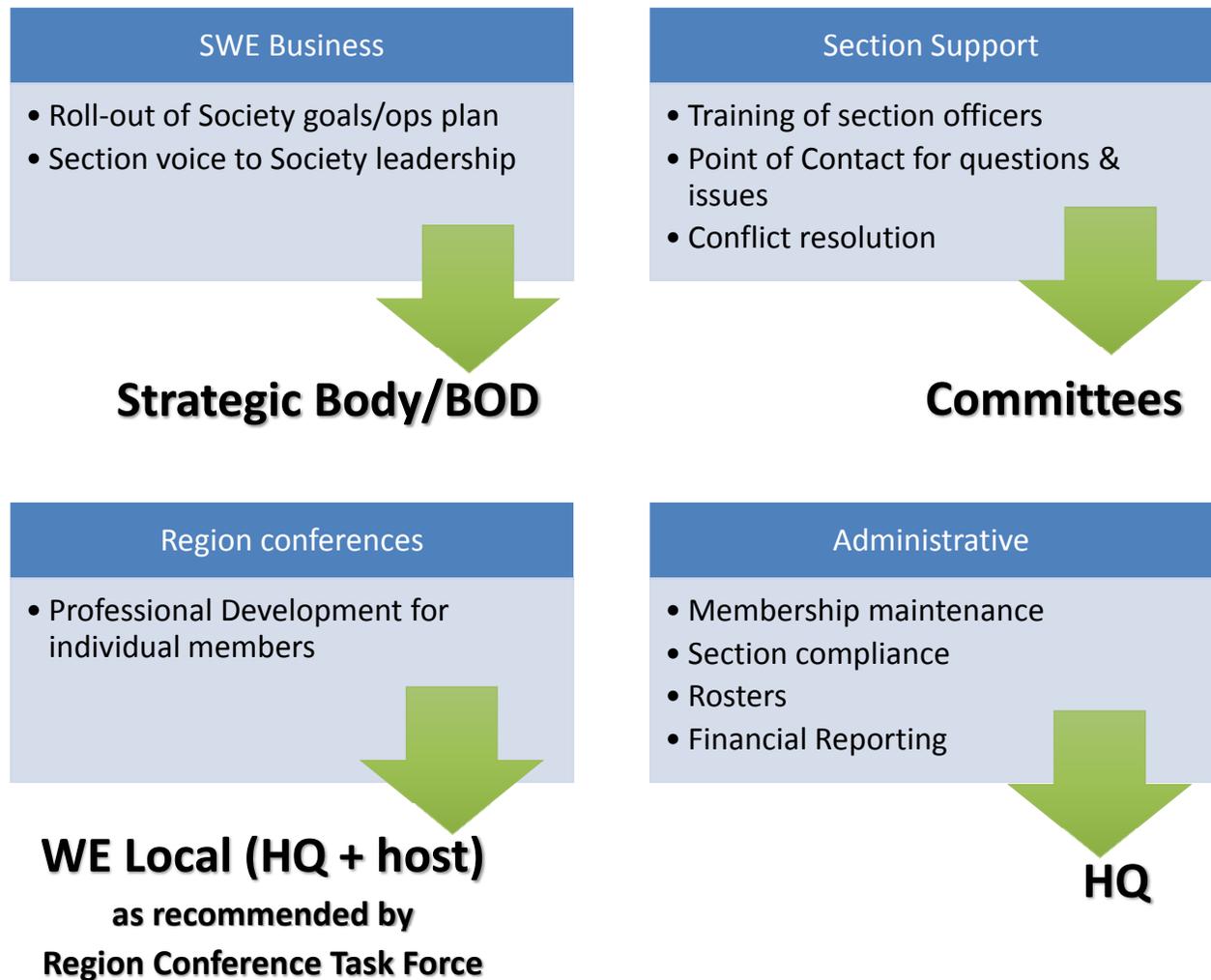
KEY FINDINGS

- Members value a voice of the section to Society leadership
- Important to balance elected vs. appointed positions
- Single point-of-contact for sections to consult on operational questions is desired
- Administrative tasks should be done by HQ staff
- Role overlap in existing structure creates confusion, duplication of effort, or things left undone. The list below is not meant to illustrate complete redundancy, but are examples that have been cited:
 - Region Governors & Senators: Flow Society information to sections/members
 - Region Leaders & LCC: Training & support of section level leaders

- RCR/Lt. Governor/SWE Counselor/SWE Faculty Advisor: support for collegiate sections
- Committees: regions form committees to do similar work to that being done at Society level
- RCCEs and region websites/social media: 10-20 different people maintaining similar/identical information across multiple platforms
- Some roles/efforts in regions exist because regions exist, not because most efficient/best
- Expanding region roles taking energy/talent from sections
- Multiple financial layers cause confusion and difficulty in SWE relationships with sponsors
- All sections (collegiate & professional) should have the same structural relationship within SWE

RECOMMENDATIONS FOR REASSIGNMENT OF KEY RESPONSIBILITIES

Dissolution of the region structure does not mean elimination of all functions currently performed. The Region Governor's Procedure was the basis for identifying current region responsibilities, and a matrix created in Excel is included as a supplement to this document. Through the process, four key areas were identified:



The accompanying spreadsheet provides high level guidance on where responsibility for tasks should lie in the future structure. This report contains more specific recommendations grouped by responsible party.

STRATEGIC BODY AND BOARD OF DIRECTORS

The Board of Directors and the Strategic Body will need to increase pathways to hear the voice of the members/sections through increased use of webinars, town halls (virtual and at conferences), member and leader surveys, open door policy and transparency in communications. Eliminating specific representatives on the Senate and the Director of Regions will leave gap between Society leadership and sections, which committee activities should help fill. Essentially, we are moving from two “middle layers” (geographic = regions AND functional = committees) to a single middle layer.

COMMITTEES

Move responsibility for section mentoring to committees, who can organize themselves in a way to ensure all sections are supported, whether that organization is geographic, by section size, by strength or items being worked on. Section division does not need to be the same across different committees.

SECTION SUPPORT

A “front line” for primary section support in the form of knowledgeable SWE volunteer mentors must evolve prior to region dissolution. These mentors will support a designated small number of sections (5-10) and in essence will be a combination of the current RG/RCR/LCC. This is the idea of what we’d like to see the Leadership Coaching Committee, but believe the group will need a new name to escape the perception that all they do is present pre-packaged modules at the request of sections. Existing modules can be evaluated and updated regularly to be useful tools for educating section leadership, but should not be the only form of interaction.



The mentors will require access to resources such as:

- Training (preferably in-person). Focus should be on techniques for facilitating discussions, uncovering issues sections may be facing, and in how to find information to assist.
- Access to Subject Matter Experts (from HQ, other committees, the BOD, the BOT, etc.).
- Resources to actively support sections including technology (conference call numbers, screen sharing, video calls) and funding for in-person visits.

CAUTIONS:

- Need to clearly define scope of this role lest it become a “catch-all” over time. Should look for existing resources and suggest improvements to be implemented Society wide through committee leadership, BOD, and strategic body rather than creating anything from scratch.
- Committee leadership should provide mentors a means to maintain consistency across SWE
- Mentors should proactively contact sections, not wait to be approached. A theme that surfaced in sub-group discussions was that often section leaders “don’t know what they don’t know.”
- Focus on helping section leaders serve their membership appropriately, recognizing that what works for one section may not in another, that members are looking for different things from the organization, and that’s okay. Direct quote from a SWE Fellow:

“It is good to have a focus on developing future leaders for the Society. However, I hope that those who don't aspire to leadership roles, but are still good "worker bees" within the sections will not be overlooked. Leaders can develop all the programs they envision, but the programs will not come to fruition if people aren't there to actually do the work, e.g., showing up for outreach and other events. Members in non-leadership roles need to be valued for the contributions that they make in serving providing emotional and other support for those who are struggling with work / family balance issues. We don't want to lose sight of the friendship and camaraderie and mutual support that provided the impetus for organizing SWE in the first place. It should be a good resource for all members, not just those with "leadership" potential - not all members want to be managers.”

Not all members even want to be active, they just want to be affiliated with a cause they believe in.

TRAINING (FOR SECTION LEADERS)

- We need to be sure our SWE leaders have the Knowledge of SWE information to do their roles (hopefully accessible through self-help leadership sites, the above mentors, and SMEs on other Society committees). In many cases the resources exist, but are not being utilized.
- All other leadership training should be focused on skill-building, mapped to the Leadership Competency Model, and transferable to the work environment. Topics could include:
 - Finance
 - Public Speaking and Presentations
 - Managing/Leading
 - Time/Task Management
 - Project Management
 - Risk Reduction Overview
- We would like to see summer leadership training for section leaders. Options could include:
 - Virtual training in the form of brief videos, webinars, “cheat sheets”

- Something similar to region leadership summits today, with multiple events serving 40-60 leaders each in a truly drive-able geographic radius, perhaps coordinated by a local section
- A single “leadership forum,” perhaps combined with the BOD installation with focus geared to section presidents or new leaders
- Training topic ideas should be developed with volunteer input (curriculum committee?) but actual training material development should be done by people with expertise in this area (staff, possibly women in academia?)

AWARDS

- Work with sponsors of collegiate competitions that use region structure for forming teams or down-select (like SME Bowl and Team Tech) on alternatives. Can some be offered at WE Local instead of or in addition to annual conference?
- There will be a gap between awards/recognition at the section level and the Society level. Recommend the awards committee evaluate adding awards at a mid-level.
 - Would WE Local benefit from awards program?
 - Develop tiered awards approach so competitive Society level awards are a down-select from another level of recognition (similar to New Faces)?

OTHER

- Membership, PDG, Outreach, Bylaws, and Finance committees already do work directly with section and will just need to work with HQ rather than region leadership for communication flow. Appropriate systems for timely resolution of section requests for support should be implemented (email alias, contact log, etc.).
- Editorial Board will need to consider new methodology to compile SWE Yearbook issue. Suggest online submission of events directly from sections by topic area (outreach, membership, professional development). Can engage section support committee for leads.

HEADQUARTERS STAFF

Not all of the recommendations below are things the regions have currently been doing, but were identified as administrative tasks that would be more efficient for HQ to perform, provided adequate staff.

SHORT-TERM (ALREADY IN WORK OR LOW-HANGING FRUIT)

- Provide standardized templates for: section websites, section newsletters, printed programs for section events, nametags, business cards, ordering SWE logo items like banners.
 - Website templates exist now, but there is still a lot of duplication of effort in producing content. Need to encourage sections to only include event and contact info on section website, otherwise point to swe.org.
 - Keep links at Society level updated (to section websites). This would be easier if all used the Weebly templates. More work is needed on how to encourage this.
- Section compliance: HQ should ensure officers are current on dues and that leadership & financial reports are filed including active follow-up on missing information. They need to inform IRS of subordinate organizations that are now defunct (sections that have been deactivated and regions when that happens).

- Membership legwork: For consistency across the organization HQ should contact members who haven't renewed and survey dropped members. We need a mechanism to communicate areas of opportunity to local section leadership if specific items are identified in surveys. Sections leaders need to be notified that HQ is performing this work to avoid duplication of effort (and bothering dropped members multiple times).
- Communication: Create a video outlining staffing changes, current and planned, to share how HQ is growing to accommodate increased workload. Include implementing WE Local as well as moving from region structure.

MID-TERM (PRIOR TO DISSOLUTION OF REGIONS)

- Improve findability of information for SWE leaders on www.swe.org. Ideas:
 - Focus group of SWE leaders on what search terms they use to find specific documents
 - An "alphabetical major links" page pointing to commonly searched for information
 - Clean-up/archive existing SWE Resources docs and swe.org subpages (prior year BOD motions, previous versions of policies/documents).
 - Simplify existing manuals/procedures to the 80% need. Put the details elsewhere for a SME to reference as needed.
 - Add dates for major religions to swe.org calendar each year to aid in compliance with policy adopted in FY17.
 - Include specific points of contact for further information
- Implement a solid communication plan for getting information out from Society (BOD, strategic body, committees).
 - Regular admin email reminders to section leaders with to-do list (short bullet checklist) for the month and Society updates, with web links to things like upcoming posted motions and instructions on how to file reports.
 - As leadership rosters are updated, a welcome email to incoming officers with training webinar schedule/links to pre-recorded content sent automatically, and information on what to expect for communication through the year (expectation to subscribe to All Together blog, follow SWE on social media, etc. to keep up-to-date).
- Implement a customer service scorecard to track HQ response time to requests for support.
- Region meetings at conferences are currently a way many members stay informed with what is going on in SWE. Include SWE leadership track at annual and WE Local conferences to include
 - State of SWE
 - Town Hall
 - Section leader roundtables grouped by position (president, treasurer) and/or topic (outreach, membership, fund development)

FUTURE WISH LIST (INCLUDES PIPE DREAMS)

- Implement full power of AMS system to tailor communications to members, in terms of content as well as delivery method. Can this system be used for section communications as well? Automatic creation of section email lists (and subscribe/unsubscribe features)?
- Use the AMS to push membership reports to section leadership on a regular basis (monthly preferred), rather than requiring leaders to pull reports.
- Can tax filing become an HQ function in the future? At very least, someone should be in touch with the IRS on major updates (for example, the language Region C and several sections have had to include in bylaws during process to gain back their tax exempt status...does it need to be standard for all?)

- Develop a tool for conducting section elections; a standardized plug-and-play system where the nominating chair could enter candidates' information and the system would handle election logistics like notification and tallying votes. This does not solve the issue of struggling sections perpetually recycling officers; it is simply a tool to get the election accomplished.
- Bylaws tracking and administration: keep up-to-date information on which sections are current, what needs to be done, what step in process. Mandatory changes should be updated by staff after the approval by SWE leadership rather than by volunteers.

REGION CONFERENCES

The plan to move forward with WE Local conferences was in the works PRIOR TO governance changes, not as a result of. Initial floating of this idea took place as early as FY12, with a headquarters proposal presented in early FY14 followed by work of a task force consisting of past region governors, conference chairs, and HQ staff who presented their final recommendations in October 2015. This plan is being implemented, with 2 inaugural events in FY17 followed by full deployment in FY18. This took discussion of region conferences OUT OF SCOPE for the work of this sub-group.

However, it is noted that this move does open an intermediate space for sections to come together for more manageable scale professional development programs in a truly drive-able radius (the all-Iowa conference is an example). Leadership summits could also be hosted by local sections.

LOGISTICS OF REGION DISSOLUTION

This section assumes an aggressive timeline that may need to be altered to accommodate all the moving parts. It was simpler to make assumptions on dates than try to include vague language about timing.

SOCIETY BYLAWS CHANGES

1. A bylaws amendment to alter Article VI, Section 4 to change the make-up of region councils to one representative per section and one MAL representative per region effective beginning in FY17 should be presented at the WE16 Senate meeting.
2. A bylaws amendment to delete Article IV, Section 4, Item A line 2 (a list of SWE roles providing eligibility to serve on the Board of Directors) should be presented at the WE16 Senate meeting. Candidates should be evaluated on leadership competencies demonstrated in any arena, not just a SWE career checklist.
3. Both the Society Nominating Committee and the Senate use regions to elect members. Alternative approaches will need to be defined in order to take the next step. This sub-group did not discuss these items in depth since there were other sub-groups working on these initiatives. This will require updating Article IV, Section 6 for the nominating committee and Article V, section 1 for the Senate at either WE16 or the FY17 winter senate meeting.
4. A motion to eliminate the regional structure of the Society should be proposed at the winter senate meeting in FY17, with a proviso that it take effect as of the end of FY18/start of FY19. This will allow adequate time for the mechanics of region dissolution (outlined in the following section) to take place, for leaders to understand clearly when their roles are to be sunset, as well as for Society, region, and section nominating processes to be updated appropriately. Items to be updated include:
 - a. Article IV-Board of Directors

- i. Remove all references to Director and Deputy Director of Regions. Recommend having language in the proviso to allow the Director of Regions to complete a full 2-year term on the Board of Directors if change would occur mid-term.
- b. Article V-Senate
 - i. Modify composition and selection process to remove reference to regions.
- c. Article VI-Regions
 - i. Delete.
- d. Article VII-Sections
 - i. Remove references to region governor.
- e. Article VIII-Members At Large (MAL)
 - i. Remove references to regions, Director of Regions.
 - ii. Redefine how MAL President is elected per MAL council recommendation.

SECTION BYLAWS CHANGES

Templates should be made available to sections by the end of FY17 and all updates made by the end of FY18.

Collegiate Template: Remove references to regions in in Article III Section 3 (duties of the president) and Article VII (Dissolution).

Professional Template: Remove references to regions and section representatives. Large professional sections should consider whether additional roles on the Executive Council should be defined (multiple Vice Presidents?) without section representatives. Appears in Article III (Officers) Sections 1, 3, 5 & 6; Article IV (Executive Council) Section 2, Article V (Committees), Article VI (Dissolution).

MECHANICS OF DISSOLUTION: REGIONS

FINANCES

- Each region to research how much time accounts need to be open after all debts are paid per bank requirements by April 1, 2017 – Governor and Treasurer (and secretary)
 - Each region puts together plan to be approved by the region council by the end of FY17 for closing accounts and disbursement of existing assets. The IRS requires compliance with the following language:
Suggested options include:
 - Spend on program(s)
 - Endow specific scholarship or donate to general scholarship fund
 - Split among sections in region that are in good standing as of a specific date

Upon the dissolution of the region, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by a court of competent jurisdiction in the county in which the principal office of the region is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

- Remit to Society for undesignated or specific use (training, conference travel, PDG)

- The Board of Trustees must be consulted regarding any existing or potential endowments.
- The above plan is executed in FY18.

ROLE TRANSITION MAPPING

This section outlines what function/role in the new structure must be up and operational prior to elimination of the regions...where knowledge transfer should take place.

- Section Representative: Section Presidents should become primary conduit for information from Society, though all officers encouraged to do so. Section reps in FY18 should be encouraged to join committees to have a valuable volunteer experience and help the transition occur smoothly.
- Governors and RCRs: The section support committee (whatever LCC morphs into) must be formed and ready to take on the mentoring support. Ideally this should be in place 4-6 months prior to region dissolution.
- RCRs/RCCEs/RCS: Collegiate members should be granted voting rights because all of the positions they currently elect will be eliminated. Second choice would be to at least grant voting rights to collegiate section presidents.
- RCCE/Secretary: All communications to flow through HQ.
- Administrative tasks must have already been transitioned to HQ.
- MAL reps: Should assist the MAL organization with activities and transition as necessary.

OTHER FUNCTIONS/COMPONENTS TO BE CLOSED OR TRANSITIONED

By end of FY18:

- Close down region social media
- Point region websites back to HQ and close region websites
- Back up and close down document repositories – Dropbox, Google Docs, etc.
- Region Email aliases – recommend aliases point to hq@swe.org.
- Region records to HQ – financial, meeting minutes, etc.
- Develop an FAQ containing specific points of contact (mapping from previous structure to new structure) that is easily found on swe.org.
- Clear communications on decisions and plans moving forward to all sections including next steps, points of contact, how to serve in a new role

MEMBERS AT LARGE

The Members at Large organization already functions to some extent how we envision the Society moving...support for members without regard to geographic area. However, since MAL representatives are currently selected based on region geography, the MAL Leadership Council has been tasked to provide recommendations on future leadership structure not dependent on regions. They are expected to deliver this prior to the end of FY16.

MISCELLANEOUS

SWE Future Leaders: Regions have tried to integrate SWEFLs into their Region Collegiate Teams to give them experience within SWE following CLI at annual conference. Perhaps the CLI experience is sufficient. If not, the SWEFL Coordinator can be tasked to develop alternatives.

Region Mentoring Programs: All regions have had programs with varying degrees of success. Many people join SWE looking for mentoring opportunities. Should SWE consider implementing a formal mentoring program as a Society? This is a question for the strategic body to consider in the future.

ALTERNATIVE IDEAS

This report would be remiss not to include an alternative path that is preferred by some sub-group members, which is to refine the existing region structure. Because this was not the direction we ended in, many of these items are still in question format rather than concrete recommendation.

- Restructure into 4-6 geographic US Regions. It was recognized that the larger regions do not have the same struggles in filling their leadership positions as the smaller regions do. This would make each region an adequate size to maintain the pipeline. It also happens to align with the recommendation on the number of WE Local events moving forward.
- No need to have more than one representative per section for any SWE business. Recommend the section president as the default with option for sections to reassign to another officer as makes sense for their own purposes.
- Senate could have mix of geographic and other representation and still decrease in size to be more effective.
- Without primary responsibility for region conferences, regions would not necessarily need any financial responsibility.

REGION RESPONSIBILITIES MAPPING MATRIX

A. Region Administration and Operation	Where to and comments/ideas
<p>1. Bylaws Region bylaws define how the regions must operate.</p> <ul style="list-style-type: none"> a. Ensure region business is carried out in compliance with region and Society bylaws. b. Maintain a current copy of the region bylaws. c. Ensure bylaws are reviewed and updated according to bylaws requirements. d. Ensure that a copy of the current bylaws is available to region members and promptly provide a copy when requested. 	<p>Region bylaws eliminated. Section bylaws compliance tracking/maintenance to HQ? Or Society Bylaws Committee.</p>
<p>2. Awards & Recognition Support the Society's efforts to recognize the achievements and accomplishments of Society members.</p> <ul style="list-style-type: none"> a. Encourage sections/MALS to submit applications for SWE section awards. b. Encourage sections/MALS to nominate individuals for awards given by SWE or other professional organizations. c. Encourage participation in region activities with appropriate awards and recognition. d. Recognize members who are recipients of both SWE and non-SWE awards by announcing the information at the region meeting or via region-wide e-blast, region newsletter, the region website or other electronic media (i.e. social media, region blog, etc). 	<p>Awards committee. Consider intermediate level awards program for WE Local conferences as stepping stone to Society level awards?</p> <p>HQ/Sections/MAL org</p>
<p>3. Budget & Finances The region governor is responsible for management of the region's finances. The region needs to maintain strong financial and budgeting systems to support its activities. Financial management should be performed in conjunction with the region treasurer per region procedures.</p>	<p>Eliminated</p>
<p>4. Elections Ensure that region nominations, elections, and appointments are carried out in compliance with region bylaws.</p>	<p>Eliminated</p>
<p>5. Infrastructure a. Consider the number of regions and region boundaries and make change recommendations to the Director of Regions and Senate as necessary. b. Define and maintain region infrastructure to effectively carry out region goals. c. Update related documentation (i.e., bylaws, policies and procedures, etc.) when appropriate.</p>	<p>Basic infrastructure defined in Society bylaws. BOD charters committees for operation.</p>
<p>6. Issues Resolution a. Facilitate resolution of issues and concerns between members, sections, the region, the Board of Directors (through the Director of Regions), and headquarters. Issues must be directed to the appropriate resources for resolution. b. Review/resolve issues and share relevant outcomes with sections in the region, other regions, or the Director of Regions for reference, as appropriate.</p>	<p>Section support committee, ombudsman@swe.org, Ethics committee</p>
<p>7. Membership a. Create an inclusive environment through mentoring, encouraging teamwork, and promoting diversity. b. Provide support to sections on membership issues as appropriate. c. Review monthly membership reports in a timely manner.</p>	<p>Membership Committee, Sections</p>
<p>8. Meetings a. The region governor has primary responsibility for the organization and content of region meetings. b. One region meeting per year is mandatory. Typically region meetings are held at both the Society's Annual Conference and the region conference. A summer planning meeting is also recommended. Additional teleconferences may also be held in order to conduct region business in a timely manner. c. The region governor should prepare meeting agendas with input from the region council members, region officers, society committee representatives, and Director of Regions as appropriate. d. The region governor should assist the RCR with preparing the collegiate meeting agenda, meeting preparations, and attend the collegiate meeting. e. The region governor must arrange for the meeting location, coordinate required audio/video equipment, conduct the meeting in keeping with Roberts Rules of Order, and ensure minutes are taken and distributed in a timely manner.</p>	<p>HQ. Town Halls, roundtables based on position (treas, pres, etc) and/or topic (outreach, PD, fundraising) at conferences and/or virtually. AllTogether blog, targeted webinars, targeted emails, social media</p>
<p>9. Society's Annual Conference a. The region governor must attend the Society's Annual Conference. If circumstances prohibit the region governor from attending, then alternate arrangements must be made to cover the region governor's conference responsibilities. b. Prior to the Society's Annual Conference, the region governor must: i. Communicate and promote attendance at the Society's Annual Conference ii. Arrange for room equipment and refreshments for region meeting, if required. iii. Communicate the region meeting information, if planned, to members of the region. iv. Prepare and distribute meeting agenda for the region professional meeting, if planned.</p>	<p>See above on meetings for ideas for info sharing at conference. SME Bowl teams? What else might fall through cracks?</p>

REGION RESPONSIBILITIES MAPPING MATRIX

A. Region Administration and Operation	Where to and comments/ideas
<p>v. Work with RCR to prepare and distribute meeting agendas for the region collegiate meeting and the joint collegiate/professional meeting, if planned.</p> <p>c. During the Society's Annual Conference, the region governor must:</p> <p>i. Attend all conference events as requested by the Board of Directors and Director of Regions, usually including the annual membership meeting, career fair, joint collegiate leadership meeting, region governance meeting (which includes the region governors, MAL president and), and other appropriate events.</p> <p>ii. Conduct region professional and joint professional/collegiate meeting, if planned.</p> <p>iii. Assist RCR to conduct the region collegiate meeting, if planned.</p>	
<p>10. Region Conference</p> <p>a. The region conference may be planned by a region conference planning committee or a hosting section. The region governor should oversee the planning of the region conference to ensure a conference with high quality programs.</p> <p>b. The region governor should oversee the region conference bid process. The accepted bids shall include a conference budget, potential sponsors, preliminary cost of conference registration for professional and collegiate members, date and location of conference, and a financial memorandum of understanding of how the overage or loss of a region conference will be split between the hosting section and the region.</p>	<p>WE Local: HQ/Conference Advisory Board/Host Sections.</p> <p>Also opportunity for sections to host smaller truly drivable PD events (like all-Iowa conference) and/or leadership summits</p>
<p>11. Reports & Rosters</p> <p>a. Ensure the region, sections, and MALs file Leadership Roster Updates and Financial Reports with headquarters by pre-established due dates as required.</p> <p>b. Prepare and submit reports of activities within the region to the region council and Director of Regions in compliance with Society and region bylaws, these procedures, or as directed.</p> <p>c. Ensure compilation and updating of electronic mailing lists and/or any other region-level rosters as necessary.</p> <p>d. Provide information to contributing yearbook editor on region events and activities for yearbook article. Any photos provided to the yearbook editor must be accompanied by a photo release for any minors in the picture. Photos must meet the minimum quality standard of 200KB.</p> <p>e. Ensure that the conflict of interest form for the region governor and region treasurer is filed with the DR or designee.</p> <p>f. Ensure that the conflict of interest form for the professional section presidents and treasurers is filed with the RG or designee.</p>	<p>HQ. Goes with regular admin reminder emails to section leadership. Include timeline of required activities for sections added to website, and reorganize existing web resources to make things easier for sections to find on their own.</p> <p>Section support committee to be engaged with sections on activities.</p> <p>HQ.</p> <p>Editorial Board to develop new way to get info for SWE Yearbook article. Suggestion is by topic area (outreach, professional development, membership engagement) and sections can submit online.</p> <p>Eliminated.</p> <p>Section Secretary should maintain.</p>
<p>12. Section Compliance & Status Changes</p> <p>a. Ensure that all sections within the region are maintained in compliance with the requirements stated in the Society's bylaws.</p> <p>b. Facilitate the chartering and monitoring of Collegiate Interest Groups within the Region.</p> <p>c. Assist the New Section Coordinator, the Collegiate New Section/Group Coordinator, the HQ director of member relations, Director of Regions, and Society secretary with chartering, re-chartering, charter revocation, deactivating, or disbanding sections and collegiate interest groups.</p>	<p>HQ. Goes with regular admin reminder emails to section leadership.</p> <p>HQ (chartering process) & Section Support Committee (monitoring/support). Potential assistance from Membership Committee. Bylaws committee should only be involved if non-standard bylaws used.</p> <p>HQ (process) & Section support committee as "front line"</p>
<p>13. Section Deactivation</p> <p>A Section may be declared inactive under the following conditions:</p> <ol style="list-style-type: none"> Not providing the designated number of section representatives to the region council for two consecutive years. Failure to submit a leadership roster to the Society for two consecutive years. Failure to file section financial report for two consecutive years. Failure to maintain current bylaws for two consecutive years. Failure to maintain ten voting members for two consecutive years. <p>When deactivating a section, the region governor must</p> <p>a. Notify all current section members in writing (via mail) at least 30 days prior to such action being taken. (A sample Deactivation Letter is available on the Region Governance website.)</p> <p>b. If the region governor receives insufficient responses from members indicating their willingness to revive the section, the region governor should work with the Director of Regions to raise a motion for deactivating the section to the Board of Directors for approval.</p> <p>c. Members within an inactive section's ZIP code boundary will be assigned to the MALs unless an individual member requests a different assignment or other arrangements are approved by the Board of Directors when the section is declared inactive.</p> <p>d. Inform the regional MAL representative and the MAL President about the potential membership transferring.</p>	<p>HQ. Should be extremely rare, limited to sections that cannot maintain IRS tax-exempt standing or are self-initiated. Current gap is notification to IRS of sections that have been deactivated. Need process for assisting sections to close out financials/distribute funds in the event of deactivation.</p>

REGION RESPONSIBILITIES MAPPING MATRIX

A. Region Administration and Operation	Where to and comments/ideas
<p>14. Succession Planning</p> <ul style="list-style-type: none"> a. The region governor must undertake succession planning for leadership positions within the region utilizing the leadership pipeline. b. The region governor must identify high potential region leaders to become candidates for Society board positions, committees, and task force assignments. c. The region governor shall work with the region nominating committee chair to track high potential leaders and identify mentors/coaches and champions for them. The region nominating committee chair should work closely with the region's representative to the Society's nominating committee to determine potential region candidates for society positions and maintain a nominating process calendar with all deadlines for the society and region elections. d. The region governor should use transition documents to communicate lessons learned and/or best practices for incorporation into future operations. e. The region governor shall mentor the RCRs and RCCE. 	<p>Eliminated for region positions. Leadership pipeline through committee structure will likely need more "marketing" within the membership.</p>
<p>15. Website</p> <ul style="list-style-type: none"> a. The region governor must ensure the region has a website that is compliant with SWE website standards and kept current and relevant. b. The region governor should provide a consistent webpage address for the region conference to provide easy visibility to members and corporations. 	<p>www.swe.org</p>
<p>16. Blog</p> <ul style="list-style-type: none"> a. The region governor should contribute to the region blog maintained by the RCCE.. 	<p>AllTogether</p>
<p>B. Section Vitality</p> <p>The region governor is responsible for ensuring the health and vitality of the sections and MALs within the region, as well as coaching sections toward optimum operations and growth. The region governor is also responsible for ensuring the health and vitality of the region as a whole.</p> <ol style="list-style-type: none"> 1. Assess the vitality of all sections within the region annually, along with input from the region's professional and collegiate leadership coaches. 2. Work with professional and collegiate presidents and MAL representatives to identify needs and provide resources. 3. Provide proactive intervention to at-risk sections. 4. Work with the region leadership coaches to meet the sections' development and coaching needs. Leadership coach (or region governor) assistance may include travel to sections, vitality assessments, vitality module presentations, and follow-up support. 5. Work with the region leadership coaches to identify opportunities for section vitality training, including section meetings, the region conference, and other region meetings. 6. Challenge sections and MALs to improve and grow. This includes setting membership growth and retention goals. 7. Facilitate sharing and benchmarking of best practices and ideas between sections in the region. 8. Share best practices from sections and MALs with other region governors and cooperate with other region governors to promote sharing of ideas and implement procedures for new programs, projects and activities between sections across region boundaries. 	<p>Section support committee</p>
<p>Region Leadership Summits</p>	<p>Training: Committees & HQ. Sections could become hosts for regional based events.</p>
<p>Region Mentoring Programs</p>	<p>New Committee, though HQ may be able to provide infrastructure support via AMS</p>
<p>Scholarships</p>	<p>Scholarships can be endowed with trustees, or administered through local sections</p>