



GOVERNANCE STRUCTURE IMPLEMENTATION PLAN

FY17 Governance Task Force

FINAL REPORT

September 20, 2017

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Introduction

Case for Action

SWE has enjoyed great success in recent years. Membership has reached almost 40,000 and we've grown our programs and our influence around the globe. With that success, comes the realization that we need to keep our structure and our leadership opportunities relevant. Today's ability to network and access information is very different than it was even a few years ago, and many professional organizations are struggling with keeping their members engaged. SWE has experienced challenges in filling leadership positions, with some of our members holding multiple roles or holding a position for multiple years, which can lead to volunteer burnout. The reality is, things are changing and SWE needs to change as well. There's a popular business book about "what got you here won't get you there", and that's certainly true for SWE. We also recognize the need for our members to connect on a personal level and will continue to create opportunities to do so in the new governance structure. To set ourselves up for success into the future, we are looking to make some key changes that will provide more meaningful leadership opportunities for our members.

Background

The transition process began in early FY15 when the Board of Directors (BOD) engaged McKinley Consultants, who work extensively in the non-profit industry, to look at possible changes in our structure and operations. McKinley benchmarked with other organizations, conducted interviews with SWE members with a variety of backgrounds and developed a number of recommendations. In FY16 the BOD and the Director of Strategic Initiatives set up teams of SWE leaders – region governors, senators, committee chairs, fellows and others – to do a "deep dive" into specific areas to figure out how those recommendations might work for SWE, and to make adjustments as needed. (The results of that deep dive are available at governance.swe.org.) That information was used to develop a high level vision which was shared with SWE leadership in February 2016. Based on the outcome of that meeting, a Task Force was formed for FY17 to develop an integrated implementation plan. **Appendix 1** is a list of FY17 Task Force members. In January 2017 the Task Force shared the comprehensive plan with the BOD and the Senate, and the senators in attendance voted unanimously to endorse the path forward.

With the Senate's endorsement the Task Force, which was dissolved in June 2017, spent the next few months developing this detailed implementation plan outlining what needs to happen, by when and who will be responsible. Some of these recommendations are directly related to the proposed bylaws changes, while others are related to processes and procedures outside the bylaws. (Final bylaws amendments are being distributed to all members separately and are available at alltogether.swe.org/2017/09/summary-supporting-rationale-governance-bylaws-proposals/.)

The initial draft implementation plan was shared with SWE leaders and posted to the governance web site in June 2017. Feedback was solicited and incorporated into a

revised plan. In August 2017, a Governance Summit was held with approximately 100 SWE leaders to discuss the revised plan and provide a venue for active collaboration, where the attendees could voice and resolve any remaining questions and concerns about the governance path forward, understand the role of each leader in the upcoming changes, and identify any additional resources needed for SWE to be successful.

The following recommendations include specific actions and recommended timelines with assignments for the BOD level owner/liaison and, where appropriate, the individual position(s) more directly responsible for the activity. The recommendations in this plan are grouped by the SWE leadership bodies they predominantly impact, but many activities require the participation of several SWE leadership groups. Also, a number of the recommendations that were already completed are noted as such but retained in this final document for completeness.

In addition, a number of questions and answers (Q&As) that have been raised by various members have been included in **Appendix 2**.

It is encouraged that all SWE leaders read through the entirety of this plan to ensure they have reviewed all actions they may be responsible for or involved in and have plans in place to implement those actions in the necessary timeline.

A. Senate

The Senate is tasked as the strategic body of SWE, but many of SWE's current strategic planning efforts did not fall under the purview of the Senate until recently. Beginning in FY18, the Senate has adopted a new structure that incorporates the different facets of Society strategic planning into its duties, and the improvements included here serve to further consolidate strategic planning efforts, both short- and long-term, under the Senate's responsibilities. With the need to include a diverse and agile set of strategic thinkers in this body, coupled with the dissolution of the regions that currently nominate and elect senators, the actions below move the senators to a competency-based selection using the Society's established competency model. In addition there will be fewer overall elected positions, with the nominating process implemented by the Society Nominating Committee. (See competency model background provided in **Appendix 3.**) Due to the high level of involvement from both the Senate and the Bylaws Committee in any potential changes to the bylaws, the Bylaws Committee recommendations are also included in this section.

A.1 Action: *Develop bylaws amendments in accordance with FY17 Winter Senate Meeting approved motion and submit to the Bylaws Committee for review*

Timing: **COMPLETE**

Assigned to: *Society Secretary and Governance Task Force*

The Governance Task Force presented the path forward on SWE governance changes at the January 2017 Winter Senate meeting, and the Senate voted to endorse the plan as presented and requested that corresponding bylaws amendment be developed. (See **Appendix 4** for the full approved Senate Motion #1717.) The Governance Task Force, Bylaws Committee Leadership and Society Secretary developed the draft bylaws amendments which were sent to FY17 Senate, the BOD and other SWE leaders for review in early June. The Bylaws Committee was informed on July 28 of the intent to amend the bylaws, and work continued to finalize the amendments in order to present them to Society membership by September 13, 45 days prior to the Senate vote at WE17 (see Action A.4 for more information).

To complement the bylaws amendments, the Governance Task Force drafted a proposal of election logistics that would transition the Senate, over a period of several years, from its current size of around 32 senators¹ to the smaller, competency-based strategic body that elects seven senators per year to serve three-year terms, consistent with the recommendations of the FY16 Senate Sub-team. While the details for this transition are articulated in the bylaws amendments, the figures below provide a snapshot of this vision. Additionally, up to three special senators (increased from the

¹ Note: The approximation of 32 senators in the current body is used throughout this document. It is acknowledged that the exact number of senators for each year under the current structure (excluding non-voting members / leadership) typically falls between 32 and 35, depending on international alternates and special senators.

current two) could be appointed to a one-year term in each fiscal year, but they are not included in these figures to reduce complexity.

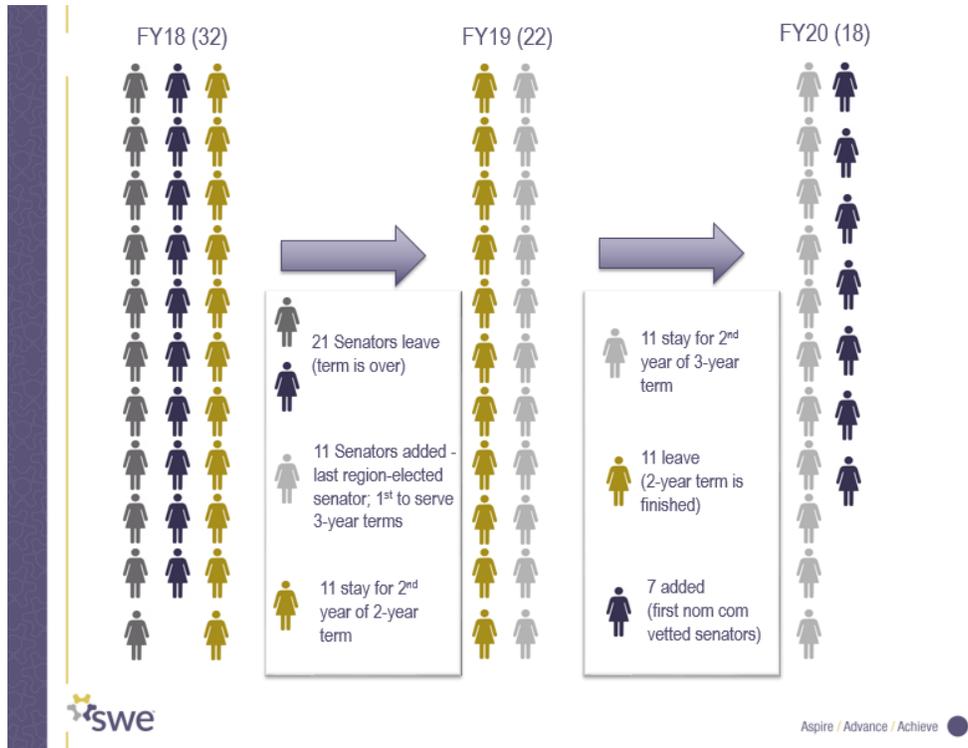


Figure 1: FY18, FY19, and FY20 suggested Senate election structure

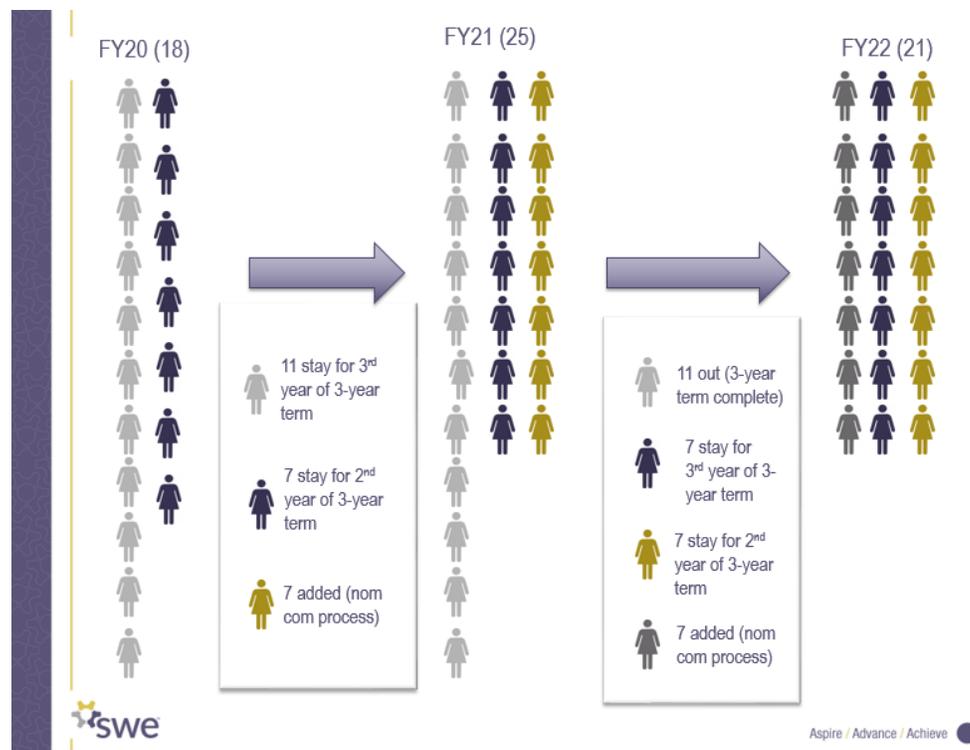


Figure 2: FY20 (repeated), FY21, and FY22 suggested Senate election structure

Note that for years such as FY20, where the Senate is temporarily smaller than desired, it is suggested that special senators be appointed as needed. The Senate should continue to assess its workload and effectiveness as the strategic body of SWE throughout this transition and make suggested updates to its structure as needed.

A.2 Action: Educate the FY18 Senate on the current status of governance work and expectations for the year²

Timing: COMPLETE

Assigned to: Speaker of the Senate

Over half of the FY17 SWE Senate, who approved Senate Motion #1717 in January 2017, finished their terms in office in June 2017. While several of the incoming FY18 senators have some background in the governance changes, it is important that everyone is fully up to speed on the work to date in order for the implementation plan to be successful. The FY18 Senate leadership scheduled a virtual meeting for all senators to educate them on Governance Task Force work, history, and plan for FY18, including

² While this action is described here as a FY18 action, the current status of governance transition efforts and the associated Senate actions for the year should be a routine part of training for senators for each year of this transition.

expectations for senators and details of this implementation plan. This education and communication were key first steps in the early FY18 actions that follow.

A.3 Action: *Hold in-person meeting at BOD1 to finalize governance and bylaws amendments*

Timing: **COMPLETE**

Assigned to: *President Elect*

To address questions from the FY18 Senate and other FY18 SWE leadership, a robust discussion was needed prior to finalizing the governance changes. A Governance Summit was held in conjunction with the BOD1 meeting in August with approximately 100 SWE leaders, including BOD, Senate, Board of Trustees (BOT), region governance team, key committee chairs, and key Headquarters (HQ) staff, to allow final discussion and vetting of the governance changes. Final edits to the governance bylaws amendments and this implementation plan following that meeting were communicated to all invited stakeholders, allowing for thorough vetting and discussion prior to the bylaws vote at WE17 in order to minimize last-minute changes.

A.4 Action: *Submit final bylaws amendments to the SWE membership and to the Senate for WE17 vote*

Timing: **COMPLETE**

Assigned to: *Society Secretary, Bylaws Committee*

Following the incorporation of final changes from the Governance Summit and review by the Bylaws Committee, the proposed bylaws amendments were submitted to the Senate on September 11 for voting at WE17. These proposed changes were also submitted to the SWE membership for review via All Together (<http://alltogether.swe.org/2017/09/summary-supporting-rationale-governance-bylaws-proposals/>).

A.5 Action: *Hold a vote on bylaws amendments at WE17*

Timing: *October 2017*

Assigned to: *Speaker of the Senate*

Following the steps outlined in the previous several actions, the Senate should deliberate and vote on the proposed bylaws amendments relative to the governance changes at WE17. As practicable, members of the FY17 Governance Task Force and attendees of the Governance Summit should be present at the Senate meeting in case any final comments or questions arise that need to be addressed.

A.6 Action: *Provide guidance to the region and international nominating committees regarding the election of their FY19 senator*

Timing: *November 2017*

Assigned to: *Director of Regions*

Provided the governance bylaws amendments pass at WE17, guidance should be issued immediately to the region and international nominating chairs and committees with respect to their calls for senators that occur in FY18. Regions and international members will be electing one senator (not two) for FY19, they will be elected to a three-year term, and the competencies for the position should reflect the strategic nature of their duties. Practically speaking, this guidance should be drafted ahead of WE17 and distributed immediately afterwards in order to avoid any confusion over the FY19 selection process. (See Action B.5 for an explanation of why the FY19 senators are being selected in this manner.)

A.7 Action: *Revise the Senate Procedures to reflect governance changes*

Timing: *Fall / Winter 2017*

Assigned to: *Speaker of the Senate*

The Senate procedures will need to be revised to reflect the new structure and remove references to regions. The Senate should aim to vote on these procedure changes at the early 2018 winter meeting.

A.8 Action: *Review and recommend edits to section bylaws*

Timing: *Fall / Winter 2017*

Assigned to: *Society Secretary, Bylaws Committee*

Provided the governance bylaws amendments pass at WE17, necessary cascading revisions to SWE section bylaws will need to be drafted and communicated. The Bylaws Committee should aim to develop these edits by January 2018 and utilize the remainder of FY18 to communicate and implement the changes. If possible, the Bylaws Committee should consider an automatic update requirement for sections, where the bylaws update would go into effect automatically for a given section's bylaws on a certain date unless the section communicates that it requires different edits for its bylaws by that date. However, considerable care should be taken to provide ample time for sections to review and communicate edits and questions if this option is used.

A.9 Action: *Consider a digital / database solution for SWE bylaws following the governance changes*

Timing: *Summer 2018*

Assigned to: *Society Secretary, Bylaws Committee*

Significant edits will be made to the Society bylaws as a result of the governance changes. As noted above, this will also require sections to update their bylaws to

reflect those changes. A digital platform (such as a database with the functionality for web-based updates) should be considered to store, edit, and approve section, MAL group, and affiliate bylaws. If possible, this system should be linked to (or part of) SWE's new association management system (AMS), where other section reports are filed.

A.10 Action: *Review the Senate strategic sub-teams one year following implementation*

Timing: *Summer 2018*

Assigned to: *Speaker of the Senate*

As the Senate will have absorbed the duties of both the Strategic Planning Committee and the Strategic Initiatives Committee as part of restructuring its sub-teams, Senate leadership should conduct a review of this revised workload towards the end of FY18. Included in this review should be whether the Special Projects sub-team is needed as a standing Senate sub-team going forward.

A.11 Action: *Review Society bylaws post-transition for possible streamlining*

Timing: *Summer 2018*

Assigned to: *Society Secretary, Bylaws Committee*

A key recommendation from the governance structure efforts over the last three years was the identified need to streamline the Society bylaws. The Governance Task Force chose not to do this as part of the larger governance structure changes in order to allow for complete transparency in the proposed bylaws amendments. However, following the governance structure transition between FY18 and FY19, the Bylaws Committee and Society Secretary should review the bylaws and identify opportunities for increasing efficiencies, moving content to procedures, and reducing the burden on sections to make conforming edits due to Society bylaws amendments. The results of this review should be presented to the full Senate, potentially at WE18.

A.12 Action: *Develop an incoming senator transition plan that includes one-on-one mentoring and guidance*

Timing: *Summer 2018*

Assigned to: *Speaker of the Senate, Senate Secretary*

Historically the outgoing region senators have been responsible for helping the newly elected senators understand their new duties and expectations. The Senate Secretary should establish a transition plan for senators under the new Senate structure. While training sessions held at the beginning of each fiscal year are very helpful and informative, it is advantageous to have an individual person that a new senator can reach out to and ask questions. It is suggested that continuing senators be assigned an incoming senator to mentor and support as they transition into their new role.

B. Regions

Great effort was undertaken to identify all the various region activities and to retain those that add value, albeit through other avenues. Although the dissolution of regions is a key piece to this restructuring and there are a few activities required by the current region officers prior to the end of FY18, most of the actions needed to ensure a smooth transition over the next few years are the responsibilities of others going forward (e.g. HQ, committees, etc.). Note that with the dissolution of regions, the Director of Regions will become a fifth director position on the BOD.

B.1 Action: *Provide members with an overview of governance changes prior to WE17*

Timing: *September 2017*

Assigned to: *President Elect*

To communicate broadly and be fully transparent, the President Elect will schedule a webinar in late September open to all members summarizing the plans for implementing the governance changes in FY18 and FY19. This will help section and region leaders understand what they can expect as the transition occurs. This information will also be provided at the WE17 Membership Meeting.

B.2 Action: *Communicate governance path forward at FY18 region leadership summits*

Timing: *Through October 2017*

Assigned to: *Director of Regions, Region Governors, MAL President*

Following the Governance Summit, a slide deck outlining the governance implementation plan and bylaws edits was provided to the Region Governors, senators and the Member at Large (MAL) president to communicate at each region leadership summit. Many region leadership summits will have been held by the time this implementation plan is published, and plans are in place to complete this action for the remaining summits. Any issues or questions that arise are being communicated back to the BOD, Senate and HQ for resolution.

B.3 Action: *Work with sections to address questions and communicate changes*

Timing: *January 2018*

Assigned to: *Director of Regions, Region Governors, MAL President*

As the Society looks to dissolve regions at the end of FY18, the Region Governors and MAL president must facilitate good communication and a smooth transition. A reference guide including a responsibility transition matrix such as a "before and after" chart should be developed and vetted by the region governance team listing efforts previously handled by the region and identifying the lead group going forward (i.e. HQ, committees), with contact and reference information. Particular efforts should be made to generate the reference guide and begin to communicate its contents early in FY18,

so there is ample time for region leadership to work with their sections to address any remaining questions or concerns. Ideally a draft of this reference guide should be available to all sections by January 2018 and should be discussed in detail via an information session at each 2018 WE Local conference. Additionally, webinars should be provided for section officers and interested members, reviewing the reference information and allowing members to ask questions.

In addition, regions should provide HQ with a list of typical questions and activities they have fielded. By having some insight into the volume, frequency, and content of questions and requests that region leadership currently accommodates, HQ can better prepare for the successful transition of responsibility.

B.4 Action: *Establish a team to simplify section reporting and improve quality and timing of information collected*

Timing: *Summer 2018*

Assigned to: *Director of Regions, Leadership Coaching Committee (LCC) Chair*

One of the current responsibilities of Region Governors is to collect a variety of information from the sections. A recommendation from the Governance Summit was to establish a team consisting of Region Governors, LCC, HQ and representative professional and collegiate section presidents to simplify the section reporting currently required, and thereby improve the response rate and quality and consistency of information being collected, as well as the member/volunteer experience. It is recommended this group begin in early 2018, generate recommendations by May 2018, and be prepared to roll out a revised process by summer 2018.

B.5 Action: *Select final senators and Nominating Committee representatives for FY19*

Timing: *Elected by June 2018*

Assigned to: *Director of Regions, Region Nominating Committees*

Because the Senate vote on the bylaws amendments will not occur until October, there will not be time to implement the revised selection process in FY19. The incoming FY19 senators will be the last elected by the voting members of their respective regions, including the international senator. These senators will serve three-year terms and should be slated based on the existing Society competency model for the more strategically-focused body. Similarly, Nominating Committee members will be selected by their respective regions for FY19 to fill the five positions rotating off.

B.6 Action: *Close out region websites, finances*

Timing: *June 2018*

Assigned to: *Director of Regions, Region Officers*

As identified elsewhere in this implementation plan, region officers will need to work with HQ to close out or redirect the region website, blogs and other avenues of

communication and to ensure any legal requirements for retaining documentation are followed. They will also need to work within their respective regions to dissolve their remaining funds in accordance with the dissolution plans approved by each respective region council. (See Action B.9 for specific information on closing out EINs.)

B.7 Action: *Determine path forward for Leadership Summits*

Timing: *June 2018*

Assigned to: *Director of Regions, Leadership Summit Task Force*

While each region conducts their fall Region Leadership Summit differently, sections have clearly communicated the value of dedicated time for section leader training early in the SWE fiscal year. A Leadership Summit Task Force has been established for FY18 to determine the best way to continue to meet collegiate and professional sections' needs for this type of training without the structure of regions to support it. Considerations include clearly defined objectives for the summits, strategic direction, timing, location, cost, summit attendees, and who will "own" the summits going forward. This task force should provide a report, webinar, or other final deliverable that summarizes their findings and recommendations by the end of FY18. If the recommendations include holding leadership summits in FY19, guidance will be needed far enough in advance so the meetings can be scheduled in the fall of 2018.

B.8 Action: *Provide recommendations for SWE business updates and social interactions among sections at WE Local Conferences and other venues*

Timing: *June 2018*

Assigned to: *Director of Regions, Region Governance Team*

As region conferences fully transition to WE Local conferences starting in FY18, sections within a given geography / locality would like the opportunity to continue networking, sharing experiences with each other, and receiving SWE business updates. The region governance team, having expertise in what sections have found most valuable at region conferences and region business meetings, should develop recommendations for standard programming at WE Local conferences that will ensure sections and leaders who choose to affiliate and receive updates locally will have those opportunities. This should also include opportunities for members to have their voices heard, in order to build community and inclusion. Virtual events and updates should also be considered. Early recommendations should be incorporated in the 2018 WE Local conferences as appropriate.

B.9 Action: *Close out region IRS Tax ID Numbers (EINs)*

Timing: *No later than November 2018*

Assigned to: *Director of Regions, FY18 Region Treasurers, Society Treasurer*

The EINs established for the regions will no longer be needed. Based on instructions provided by HQ, regions should properly complete the final IRS reports (e-postcard or EZ

form) to be submitted no later than November 2018. Recognizing that the region officer positions will expire in June 2018, regions should leverage the Society Finance Committee and HQ resources as needed to support this action. The Vice President, Business Services, will be the HQ point of contact.

C. Headquarters / BOD

Many of the administrative tasks currently done by Society leaders are more appropriately done by HQ staff. HQ is aware of this additional workload and has incorporated that into the three-year budget with plans to add staff starting in FY18 to provide additional support as needed. In addition, the BOD will work with HQ to implement many of the supporting process changes.

C.1 Action: *Transition various communications from regions to HQ staff*

Timing: *by June 2018*

Assigned to: *HQ, Region Governors*

The following communication efforts are currently handled by regions and need to be transitioned to HQ.

1. Redirect region websites to the Society website and close out the region websites.
2. Redirect region email aliases to HQ. It is recommended the aliases remain active for some period of time to resolve any outstanding issues, and ultimately delete those aliases once email traffic slows. HQ should also send regular test e-mails to these aliases to ensure the redirect is working during the transition period.
3. Establish HQ staff responsibility for monitoring section compliance with brand guidelines. (Note that an Integrated Marketing Advisory Board was established in FY18 to assist in this effort.)
4. Establish a process for communicating key dates and deadlines to all sections³.
5. Consider a user-friendly calendar system to facilitate local face-to-face community building and sharing best practices. (This may be coordinated through the LCC.)
6. Incorporate member communication forums such as town hall meetings into WE Locals (by spring 2019).
7. Address additional communications and topics as identified and communicated by the region governance team through Action B.3 above.
8. Develop a communication plan to inform members and SWE leaders of the transition to HQ staff. Contact information and the new support staff roles should be clearly communicated to members through a variety of methods

C.2 Action: *Transition responsibility for various reports and rosters from regions to HQ*

Timing: *Varies, see below*

Assigned to: *HQ*

The following reporting responsibilities are currently handled by regions and are to be transitioned to HQ, pending the outcome of the streamlining efforts outlined in Action B.4 above.

³ A list of all information, key dates, and deadlines should be generated in FY18 (with review by the region governance team) and communicated to all sections ahead of regions officially dissolving.

1. To help with transition of incoming section leaders, provide clear instructions on what administrative information is required of them and when it is required. This may be in the form of a checklist and/or new section officer training – by March 2018
2. Articles for the annual SWE Yearbook in SWE Magazine are currently provided on a region level. If the Editorial Board is not planning to discontinue the yearbook, determine and communicate how the input will be gathered – by March 2018
3. Monitor and follow up with submittal of section leadership reports and finance reports – by July 2018 (Note, it is suggested this occur while regions are still available to help with questions.)
4. Establish a process for gathering and maintaining conflict of interest forms from section presidents and treasurers – by July 2018 (It is recognized this process is not currently robust, and may be easier if done electronically.)
5. Establish an improved process for ensuring sections are in compliance with requirements as stated in the Society bylaws – July 2018

C.3 Action: *Develop processes to clearly communicate governance changes and status updates to the general membership*

Timing: *Fall 2017*

Assigned to: *HQ, President Elect*

To help educate members on the basics of this implementation plan, a webinar is recommended prior to WE17. It is suggested a simple graphic be developed to provide an overview of the changes. In order to update members on the progress of the many changes occurring in FY17, a project plan checklist should be developed with periodic dashboard updates to be communicated broadly.

C.4 Action: *Develop a tracking process to monitor timely response to member requests*

Timing: *Spring 2018*

Assigned to: *HQ*

A process for tracking communications between HQ and members should be developed, including a process for escalation of concerns if a timely response is not received. This might include a “help desk” process with an outgoing message that a response can be expected in xx hours, and could also be used to identify trends or opportunities for improvement (e.g. common times when certain questions are posed to identify if additional staff hours are needed).

C.5 Action: *Archive appropriate region materials to ensure historical knowledge is preserved*

Timing: *FY18*

Assigned to: *HQ*

Regions will have both hard copy and electronic materials to be preserved to ensure adequate SWE historical knowledge is maintained. HQ will work with the FY18 region

governance team to ensure relevant region materials are collected and preserved, most likely at the SWE archives at Wayne State University.

C.6 Action: *Develop metrics for success under the revised governance structure*

Timing: FY18

Assigned to: *Speaker of the Senate, Deputy Speaker*

The evaluation of member engagement, member success, quality of programs and services, and external and internal communications should be revisited following the revisions to the Society governance structure. As part of the annual strategic planning process for the Society, the current metrics for evaluation of SWE success should be reviewed to determine if new metrics are needed specific to member engagement and satisfaction and SWE volunteer leadership. Periodic evaluation of these metrics should be conducted in alignment with the Society strategic plan review. While this action is listed for FY18, this should be a part of the annual strategic planning review for the next several years as the governance transition occurs.

C.7 Action: *Review the process for providing travel grants to members*

Timing: FY18

Assigned to: *HQ, BOD*

Without region support for travel grants, HQ should review its process for providing grants to members to attend SWE conferences (e.g. WE Locals, WEXX) and professional development or training (including SWE leadership summits). This evaluation should include an assessment of which member segments have a high need for these grants who may be underserved. The intent of this action is not to provide travel support for all members but to make sure the targeted support that is available goes to leaders and members who need it the most. The future availability and process of obtaining travel grants should be communicated to all members.

C.8 Action: *Leverage current member affiliations to identify and facilitate connections between members with similar experiences and interests*

Timing: FY18

Assigned to: *HQ, Membership Committee*

Current member affiliations found in AMS, in SWE social media, and through member self-identification (i.e. specific affinity groups, specific leadership roles) should be leveraged to send targeted communications, facilitate virtual connections, arrange for conference meet-ups, and allow members to identify and interact with those who share their interests throughout the Society (not just locally). This will facilitate a sense of community among members and encourage member connections outside of sections.

C.9 Action: *Provide regions with tax filing instructions; Notify IRS of inactivated EINs*

Timing: *November 2018, March 2019*

Assigned to: *HQ, Society Treasurer*

The EINs established for the regions will no longer be needed. Instructions should be provided to the regions to properly complete the final IRS reports (e-postcard or EZ form) to be submitted no later than November 2018. HQ will then need to reflect these changes when submitting the updated list of subordinate organizations to IRS in March 2019. As noted in Action B.9 above, the final IRS report will be submitted after the region officers leave office, and will need to be coordinated accordingly.

C.10 Action: *Standardize document storage/transfer processes for SWE leaders*

Timing: *FY19*

Assigned to: *HQ*

SWE leadership has seen a variety of document storage repositories since the start of electronic information. While there have been pros and cons to each, ultimately a standardized process is needed that will provide a consistent volunteer experience from role to role, including committees, sections, and Senate.

D. Committees

Committee leadership and membership experiences currently vary significantly, and some members do not find the volunteer work to be meaningful. Committee leadership positions are not familiar to the larger membership, which makes recruiting and filling the leadership pipeline difficult in many cases. Additionally, committee leadership is performing some administrative tasks that can be addressed by HQ, while some strategic and mission-relevant duties are going unfulfilled. With the dissolution of regions and associated region officer positions, committee leadership positions will be a crucial place for SWE leaders to develop and hone their skills sets and competencies.

The implementation plan committee recommendations are divided into the following:

- Recommendations for Leadership Coaching Committee
- Recommendations for Awards and Recognition Committee
- Recommendations for Membership Committee
- Overall Committee Recommendations

While the Leadership Coaching Committee will be responsible for much of sections' vitality and sustainability following the governance restructuring, committees as a whole were evaluated and additional recommendations were made regarding their functions and operations to improve the volunteer experience and create more meaningful leadership opportunities.

Recommendations for Leadership Coaching Committee

The LCC consists of over 65 coaches trained to provide support to collegiate and professional sections with a focus on section vitality. LCC coaches are currently organized under team leads for each region and assigned to sections based on the region structure and on the individual coach's focus: collegiate, professional, or joint. Typical interactions between coaches and a section's leaders or general members include conducting consulting sessions and presenting standard LCC modules.

As the region structure is dissolved, the typical lines of communication between sections and region leaders will be replaced by a combination of SWE HQ support, as outlined in Section C, and the LCC. (See Question 31 in Appendix 2 for additional detail.) LCC coaches will continue to answer questions, help brainstorm improvements related to section vitality, and ensure sections continue to receive consultation and training support, while administrative communications and tasks will be handled by HQ.

Going forward, coaches will continue to report to team leads and to provide support to sections through consulting sessions and module presentations. The assignments will be revisited to minimize the number of team leads needed, as well as to allow flexibility for coaches to support nearby sections and MALs without regard for today's region boundaries.

The LCC will also be identifying expert resources or Subject Matter Experts (SMEs) in the following areas, to be reassessed as SMEs are added:

- *Membership Engagement*
- *Section Management and Operations*
- *Conflict Resolution and Mediation*
- *Fund Development and Finance*
- *Leadership Pipeline*

The SME designation facilitates the creation of a pool of experts available as needed. Coaches may be identified as SME's in a particular area(s), and knowledgeable SWE members outside of the LCC can be included in the SME pool. The specific requirements for SMEs will be determined in FY18.

A Section Startup Lead was added to the LCC in FY17 to provide support to chartering sections and affiliate groups. In addition, the following lead positions will be added to the committee:

SME Lead - Provide SME training within the LCC, communicate SME expertise/services within the various committees and the Society, and develop/maintain SME areas of expertise.

Content Lead – Update/manage/create LCC content, including but not limited to the vitality assessment; help with summer webinars, WE Local, and Society conference programming; and work with HQ staff on materials for the Advanced Learning Center.

Collaboration Lead – Spearhead collaboration with other SWE groups including committees (e.g. finance, membership, bylaws, outreach, women in academia) and coordinators (e.g. counselors, faculty advisors, SWE Future Leaders (SWEFLs), GradSWE).

D.1 Action: *Select and train new LCC Leads (Coaching, Section Startup, SME, Content, and Collaboration)*

Timing: **COMPLETE**

Assigned to: *Director of Professional Excellence, LCC Chair/Chair-Elect*

The restructuring of the LCC occurred at the end of FY17 into FY18. It was critical that the new leads be properly selected and trained prior to the start of FY18 in order to provide stability as the governance changes begin to take effect. Selection criteria included prior SWE experience, openness to change, responsiveness, and ability to take initiative.

D.2 Action: *Review potential committee name change*

Timing: *Fall 2017*

Assigned to: *Director of Professional Excellence, LCC Chair*

Many of the current functions of the LCC will remain in the new structure; however, a name change has been suggested to ensure that sections understand the revised role of the LCC.

D.3 Action: Determine competencies for coaches

Timing: Fall 2017

Assigned to: Director of Professional Excellence, LCC, Region Governors

It is imperative that the coaches have the right skill sets and competencies for this revised LCC structure, and are provided performance feedback to ensure strong execution. The selection criteria and competencies need to be identified and communicated to existing and potential coaches, and current coaches should be assessed against those competencies. Recognizing that the expectations of coaches are changing, current coaches who do not meet the performance standards will be encouraged to gain additional skills, or to find other opportunities within SWE.

D.4 Action: Communicate new LCC structure

Timing: Fall 2017

Assigned to: Director of Professional Excellence, LCC Chair

The revised LCC structure should be clearly communicated to all sections to provide a level of comfort that sections will be adequately supported. The goals for frequency and types of interactions between LCC coaches and section leaders should be identified and communicated. This may involve required/increased discussions with sections in lieu of section reports, utilizing vitality assessments differently, or updating to a web-based format. Pending the outcome of the efforts outlined in Action B.4 above, specific requirements for goals and reporting will be developed that may include LCC responsibilities. During FY18, updates to the broader membership should be provided via webinar or other widely accessible media to allow members to understand the changes and how their section will work with the LCC in the future.

Recommendations for Awards and Recognition Committee

Although WE Locals were in the planning stages prior to the development of the governance changes, the proposed dissolution of regions at the end of FY18 prompted a decision to be made regarding regional awards.

D.5 Action: Determine and communicate the process for issuing "regional" awards

Timing: End of FY18

Assigned to: Director of Achievement, WE Local Awards Task Force

WE Local is viewed as an appropriate venue to issue awards similar to those previously distributed at region conferences. A WE Local Awards Task Force has been established in FY18 to determine a path forward, including what types of awards, the platform (e.g. virtual), any associated stipend, etc., with the expectation that recommendations will be in place in time for the 2019 WE Locals (and potential piloting at 2018 WE Locals).

Recommendations for Membership Committee

To ensure meaningful leadership experiences and consistency with other recommendations moving administrative tasks away from volunteer leaders, improvements are being recommended for certain functions of the Membership Committee. In addition, the establishment of a task force is recommended to identify opportunities to better engage our senior members.

D.6 Action: *Establish a Senior Member Engagement Task Force in FY18*

Timing: *Fall 2017*

Assigned to: *Director of Membership Initiatives, Senior Member Engagement Task Force Lead*

Many associations struggle with keeping their more experienced members engaged and successfully drawing on their knowledge, leadership skills and mentoring capacity for the benefit of the association. It is recommended that a task force be established for FY18 to explore how to provide a venue for SWE's diverse population of seasoned and experienced members to serve as a resource for various aspects of SWE's mission and strategic issues, and how the Society can ensure their perspectives are considered. This task force should include members from the Senate, Membership Committee and LCC, as well as several who are fellow grade, past presidents, or others with significant Society leadership experience. Deliverables will be due one year from chartering.

D.7 Action: *Transfer administrative responsibilities to HQ*

Timing: *FY18*

Assigned to: *Director of Membership Initiatives, Membership Committee Chair*

The Membership Committee has evolved over the years to include a number of administrative activities that might be more appropriately handled by HQ. Some, such as new section formation, have already been moved to HQ. The Membership Committee should consider additional opportunities to have HQ absorb administrative activities in order to create more meaningful leadership experiences for committee members.

D.8 Action: *Evaluate core purpose and direction of the Membership Committee*

Timing: *FY18*

Assigned to: *Director of Membership Initiatives, Membership Committee Chair*

During the "deep dive" work by SWE leaders in FY16, the committee sub-team looked at the purpose and functionality of the Membership Committee and recommended evaluating the core purpose and strategic direction based on SWE's needs from a member perspective. The sub-team also recommended possibly changing the name of the committee, depending on the outcome of the evaluation.

D.9 Action: Clarify the creation/sunset process for affinity groups

Timing: FY18

Assigned to: Director of Membership Initiatives, Membership Committee Chair

As SWE evolves, the need for affinity groups can shift and change. To be as flexible as possible, it is valuable to have clear processes in place to create and sunset these groups quickly.

D.10 Action: Consider establishing a working group to define various roles within SWE

Timing: June 2019

Assigned to: Director of Membership Initiatives

One of the recommendations from the Governance Summit was to prepare a "RACI chart" (Responsible/Accountable/Consult/Inform) of various roles within SWE, including but not limited to HQ, LCC, sections, counselors, faculty advisors, and members. The intent is to clarify the roles, responsibilities and expectations of each group in furthering the mission of SWE and improve the consistency of member experiences.

Overall Committee Recommendations

A number of recommendations have been identified to help ensure committees provide worthwhile experiences for their members. Implementation of these recommendations will require a holistic review of each committee (as outlined below) to align with the governance structure changes and ensure the committee and its leaders engage in meaningful work that serves SWE's mission, goals, and direction.

D.11 Action: Determine new selection process in lieu of regional representation

Timing: FY18

Assigned to: BOD Liaisons, Committee Chairs

Several committees, e.g. Program Development Grants, currently determine their members based on regional representation. Regions are also used to identify SWEFL participants. With the dissolution of regions, new selection processes will need to be determined and communicated. (Selection criteria for the Nominating Committee are addressed in Action E.1.)

D.12 Action: Review each committee's current operations and document desired changes in light of governance restructuring

Timing: FY18

Assigned to: BOD Liaisons, Committee Chairs

By the end of FY18, each committee should review its current operations and structure and develop a list of needs, strengths, and suggested changes, particularly considering

the governance changes that will place an even higher value of SWE committees and leadership. The BOD should provide a template or list of facets to be included in this review to Committee Chairs by November 2017. This process should include but not be limited to the following considerations:

- Committee leadership competencies: SWE has been successful in utilizing the overall leadership competency model for identifying key skills necessary for leadership. To the extent that some committees may have any specific competency needs, these should be identified and communicated to aid in succession planning. Additionally, to ensure diverse teams and allow SWE members to develop different competencies and take advantage of leadership opportunities, each committee should consider whether term limitations are appropriate for members.
- Subcommittees or stand-alone tasks: One of the complaints often heard by SWE leadership is that people want to volunteer for smaller tasks with less of a time commitment, e.g. judging awards or scholarships. Some committees accommodate this through subcommittee or workgroup structures that allow members to do the work they are passionate about while allowing them to volunteer for a task commensurate with their availability. To facilitate this, a list of volunteers and desired time commitments should be identified by each committee and maintained for use on specific short-term activities.
- Committee size: To ensure committee size is appropriate for their workload and can staff appropriately, it is important that chairs determine how many people they need to complete the work for the year. This includes working with their BOD contact to ensure they are aware of their committee goals early in the year.
- Committee support and resources: To ensure all committees have the support and resources needed to conduct their important tasks, each committee should develop a list of resource and support needs, which might include HQ staff time for administrative work, financial/travel grant support for committee leadership or members to attend required meetings, teleconference lines, or other forms of support.
- Committee description: As our committees evolve with the needs of SWE, many members are unclear on just what the each committee does, and this can make it difficult to attract new committee members. To ensure everyone is clear on specific committees' workloads and responsibilities, the job descriptions associated with each committee should be updated regularly and shared with the Society members. These descriptions should also include the committee core competencies, approximate time commitments and meeting frequency, and any required travel.
- Diversity: It is proven that diverse teams provide better results. To help achieve that and to support SWE's diversity goals, it is important that committee chairs welcome a wide range of members into their committees including, where applicable, collegiate and international members and those from diverse career, geography, or ethnicity backgrounds.
- Developing leaders: Many members use the opportunity of committee experience to grow and learn. However, to make this a valuable experience they rely on feedback from their leadership. Consistent, meaningful feedback from leadership to committee members should be encouraged. Additionally,

committees should consider mentor-mentee relationships between senior and junior committee members, which can benefit newer members and provide senior members an opportunity to support the future leadership pipeline.

Following the FY18 review by each committee, any resulting changes to the committee structure, operations, or processes should be implemented in FY19, during the same timeframe as the bylaws amendments and other governance efforts, and documented in the committee's procedures. As the committee goals change, this list of recommendations should be revisited.

D.13 Action: *Share relevant committee updates with all members*

Timing: *FY18, Ongoing*

Assigned to: *BOD Liaisons, Committee Chairs/Chairs-Elect*

To educate our members on the many different leadership opportunities available through committee participation, it is recommended that committee responsibilities and accomplishments be broadly communicated. Some possibilities include highlights in All Together, or a committee or leadership "job fair" held virtually or at WExx or WE Locals to encourage members to become involved in SWE committees.

D.14 Action: *Create a tool to help members determine leadership positions that best fit their interests and skills*

Timing: *FY19*

Assigned to: *BOD*

To help members pair their skills, interests and experience to specific committees/task forces/positions, a tool should be developed that allows members to match roles and responsibilities to their preferences. This system should use defined competencies and criteria to list the positions and groups that best match an individual member. This may also result in more people self-identifying for leadership positions rather than waiting to be nominated. This may fit best under a new director position, the Nominating Committee, or perhaps under a new task force.

E. Nominating Committee

The Nominating Committee is currently responsible for identifying, vetting and developing a slate of candidates for the BOD, and presenting the slate to the members. The committee will be taking on additional workload with the slating of senators, senate leadership and standing committee chairs-elect. This will require a strong committee that is transparent in their processes in order to instill trust. In addition, the make-up of the committee itself will be changing, as the members will no longer be selected based on geography. Finally, a number of improvements to the processes used for nominations have been identified.

E.1 Action: *Determine selection criteria for members of the Nominating Committee*

Timing: **COMPLETE**

Assigned to: *President, Nominating Committee*

The five incoming FY19 committee members will be selected by their regions by June 2018, as outlined in the current bylaws. Assuming the bylaws amendments are approved by the Senate, the five incoming FY20 committee members will be selected by another means.

It is recommended that the Nominating Committee consist of at least ten people who are solicited through the annual Society committee membership selection procedure, with the ultimate decision made by the current committee members. Committee members will continue to serve two-year terms with five committee members being selected each year. Each of these applicants will undergo review and approval by the Nominating Committee Chair to ensure they have the appropriate competencies and meet any other requirements for this committee, consistent with the selection process used by other committees.

The make-up of the Nominating Committee is currently outlined in the bylaws as consisting of one member from each region. In order to remove details from the bylaws that should be documented in procedures, and consistent with the process used for other committees, the proposed bylaws amendments will identify that members will be designated by procedures approved by the BOD.

Representation in the Nominating Committee should be by a diverse and inclusive group. To help ensure the Nominating Committee reflects the diversity of SWE membership, it is recommended to have at least one member from each of the following categories: former BOD or BOT, former committee leadership, former Senate, and collegiate or recent graduate. The Executive Director (ED) will be a non-voting member of the Nominating Committee.

Nominating Committee members should be individuals who are knowledgeable of the Society's current strategy and challenges, supportive of the Society's direction and leadership, able to anticipate the competencies of potential leaders, and may include those with a perspective or expertise outside of SWE, as needed or appropriate. Other competencies may include maturity, strategic thinking, consensus building, facilitation,

mentoring and effectively giving feedback. Varying levels of proficiency should be encouraged. It is also recommended that the work of the Nominating Committee be better communicated to SWE members, to encourage qualified individuals to apply.

Because the Nominating Committee will also slate a candidate(s) for the incoming chair-elect position (to be elected by the membership), a recusal process must be identified and followed if the candidate(s) is currently a member of the committee.

E.2 Action: *Identify an update to the endorsement process for petition candidates*

Timing: **COMPLETE**

Assigned to: *President, Nominating Committee*

The bylaws currently require at least 200 voting members to endorse a petition candidate, with no more than 60 being from any one region. With the dissolution of regions and the introduction of collegiates as voting members, the proposed bylaws amendment will require a petition from at least 1% of voting members with no more than 10% of the endorsements from any one section, group, or the international members. This will be voted on by the Senate as part of the governance-related bylaws amendments at WE17.

E.3 Action: *Develop a process for educating SWE members on candidates' qualifications*

Timing: *FY18*

Assigned to: *President, Nominating Committee*

With the full membership voting on all candidates, it is unlikely members will have personal knowledge of the various individuals. It will be important to inform the members of the candidates' qualifications and positions, as well as the competency model as an evaluative tool in the slating process. The current candidate statements distributed with the ballot should be expanded, and/or complemented with videos from the candidates. The current campaigning policy should also be reviewed.

E.4 Action: *Clarify the petition candidate process*

Timing: *FY18*

Assigned to: *President, Nominating Committee*

Once the slate is announced, the bylaws allow for petition candidates to be put forth. While the value of the petition process is duly recognized, it is also important that our members understand that petition candidates have not been vetted by the Nominating Committee, or they may have been vetted and not chosen to be slated. This needs to be clearly communicated when petition candidates appear on the slate so voting members better understand the process.

E.5 Action: *Determine and document whether elections will be uncontested*

Timing: *FY18*

Assigned to: *President, Nominating Committee*

While it is the intent of the Nominating Committee to have most positions on the ballot contested, this varies each year based on candidate qualifications and available positions. However, due to the amount of planning, preparation and potential employer buy-in required of President Elect candidates, it is recommended that the election manual be updated to reflect that the election for the President Elect position be uncontested.

Contested elections have not historically increased voter turnout. (Based on election data from FY12 to FY18, voting participation ranged from 7.4-12.1%, with no correlation between a contested President Elect slate and the percentage of members who voted.)

For those positions that are contested, the unelected individuals are left without a Society-level leadership position in the coming year. These are individuals that are highly qualified and motivated to serve the Society, and this can be very demotivating; the Society has in fact lost active leaders for this very reason. Timing of the elections vis-à-vis other leader selections (e.g. committee chairs) should be considered, or other opportunities identified to fully utilize the unelected individuals.

E.6 Action: *Monitor the workload of the Nominating Committee*

Timing: *FY19-20*

Assigned to: *President, Nominating Committee*

In addition to their current duties, the Nominating Committee will also be responsible for determining a slate each year that includes seven senators (one-third of the 21 senators each year) and five standing committee chairs-elect (audit, bylaws, ethics, finance and nominating). At this point the committee believes the current size of ten members is appropriate, but this should be revisited once the committee has gone through the process to determine if additional members and/or a different structure (i.e. subcommittees) are needed.

E.7 Action: *Consider three-year terms for Nominating Committee members*

Timing: *FY19-20*

Assigned to: *President, Nominating Committee*

There is a quick learning curve for Nomination Committee members, as they come on board in July and must begin considering candidates almost immediately. With the current two-year terms, one half of the Nominating Committee members change out each year. At this time the committee believes the current term for members is appropriate, but it is recommended that term length be re-evaluated once the committee has gone through the slating process with the increased workload.

E.8 Action: *Slate standing committee chairs-elect*

Timing: *FY19 nomination timeline, for FY20 chairs-elect*

Assigned to: *President, Nominating Committee*

In the proposed bylaws amendments, five standing committees have been identified to ensure proper checks and balances: audit, bylaws, ethics, finance, and nominating. These committees were chosen because they have direct impact and influence on SWE's compliance. While the other chairs and chairs-elect are appointed by the BOD, these standing committees will have chairs-elect vetted in the same manner as other Society-level roles and elected by membership in FY20. As there will not be time to incorporate them in the FY19 nomination process, the President will appoint these five chairs-elect for FY19.

E.9 Action: *Ensure the slate of candidates represents the diverse membership of SWE*

Timing: *Ongoing*

Assigned to: *President, Nominating Committee Chair*

The Nominating Committee wields a large amount of influence over the future leadership of the Society, and it is important that they are seen as a fair and impartial group that selects a slate representative of the diverse Society membership. It is recommended that the committee members be trained in areas such as hidden bias and diversity and inclusion at the start of each fiscal year to enhance their ability to select a truly diverse slate.

Although it is impossible to reflect every aspect of diversity on a slate, it is recommended that diversity criteria be developed by the committee chair for consideration during the slating process. Example criteria include, but are not limited to, ethnicity, industry, geography, career phase (collegiate, re-entry, working mom), religion and sexual orientation. While the goal of such criteria would be to ensure a diverse slate of candidates, this criteria should not override the competency needs for SWE leadership roles.

E.10 Action: *Expand the pool of diverse and qualified candidates*

Timing: *FY18/19/20*

Assigned to: *BOD, All Society Leaders*

Historically the Nominating Committee reviewed only those candidates for slating who were nominated. More recently, there has been a more pro-active approach to identify specific individuals who have the skills needed for specific roles. It is important that qualified candidates be identified from a number of sources throughout the year. It is also important that the benefits of SWE leadership are widely communicated to our members, and that members understand that a range of proficiency levels is needed for the various leadership positions.

Some suggestions include a "candidates can come from anywhere" podcast, or a "leadership career fair" at the annual and local conferences to help educate members

on the various leadership positions available within the Society. Another suggestion is leveraging the AMS and/or Learning Management System to act as a repository for SWE resumes and feedback, which can be used to identify potential leaders. This would be particularly useful for those who may want to be more involved but don't know how.

The governance-related bylaws amendments being considered at WE17 expand eligibility of BOD and Senate leadership to recognize work and volunteer experience that may provide equivalent and appropriate skill sets. This would open the BOD and Senate leadership positions to those who have relevant business and/or other professional organization experience but may not have a desire to move through a typical SWE career ladder. This may also allow the BOD or Senate to experience broader "out of the box" thinking from the candidates' diverse leadership experiences.

E.11 Action: *Retain collected candidate information*

Timing: *FY19*

Assigned to: *President, Nominating Committee/HQ*

The Nominating Committee currently collects information through a number of methods including the application process, the survey of SWE members, personal interviews at the annual conference, and input from the candidate's regional representative on the committee. Feedback from the candidate's prior "SWE boss(es)" was recently added. It is suggested that additional information be obtained from the candidate's nominator and work references as appropriate.

Currently most information is deleted at the end of each fiscal year, so that even if the same candidate applies the following year, everything has to be gathered again. This is particularly frustrating if the candidate was specifically encouraged to work on an improvement area one year, but any progress in that area is not recognized in subsequent years. Further, candidate information collected via the survey must be re-entered by members each year, and if the candidate is a repeat from the previous year this can lead to brief or incomplete feedback.

It is recommended that a summary of the feedback gathered be retained from one year to the next. Recognizing the confidential nature of this type of information, it will be important that it be properly safeguarded and purged after some period of time. It is recommended that HQ assist in this process. (Note: The Nominating Committee has recently begun retaining a small subset of the documentation, including the candidate feedback provided by the Nominating Committee to the candidate.)

E.12 Action: *Establish a process to provide the candidates with meaningful feedback*

Timing: *FY19*

Assigned to: *President, Nominating Committee*

Providing candidates with meaningful feedback can serve to improve their leadership skills and help them become better candidates. Currently candidate feedback is read verbally to the candidate at the time of slating notification (typically via a phone call) and then provided in writing via email upon conclusion of the discussion. No standard

has been set for the level of required feedback and it has varied from brief to elaborate in commentary, regardless of slating results.

Recommendations to consider include: A) standardizing the descriptive level of feedback, B) providing constructive feedback through SMART-type goals such that candidates can improve in recommended areas, and C) using other methods to deliver the feedback. Although the Nominating Committee has discussed these items each year, there is no standardization at this point; such standardization should be considered.

E.13 Action: *Consider whether the BOT should be selected using the same process as other SWE leaders*

Timing: *FY19*

Assigned to: *President*

Recently the BOT has utilized portions of the Nomination Committee process (member survey, application, etc.) and then conducted the majority of the vetting activities (interviews, feedback collection, etc.) for trustee candidates themselves. After the BOT has completed the vetting process and prepared a recommended slate, the Nominating Committee has reviewed the recommended slate and offered feedback and/or concurrence. The nominee was then placed on the Society slate with the other candidates.

This process was appropriate when the work of the trustees was highly financial in nature. In recent years the Society has engaged the services of a financial advisor, so while it's important that the trustees have a solid understanding of finances and investments, it may be possible to fill these roles in a manner similar to other SWE leadership positions. It is recommended that a task force of the BOD and BOT be established to determine if the trustees should be selected using the same Nominating Committee process as other SWE leaders.

E.14 Action: *Determine how annual competency needs will be determined for positions vetted by the Nominating Committee*

Timing: *FY19*

Assigned to: *President, Nominating Committee*

Beginning with the FY19 nominations process for FY20 leaders, the Nominating Committee will be reviewing candidates and competency needs for the Senate and select committees. A process must be established to define and normalize the competencies for the various positions (BOD, Senate and Senate leadership, standing committee chairs-elect), as well as to understand the competency needs of these different SWE leadership groups. All SWE groups with elected leaders should have the opportunity to articulate where (a) competency gaps exist that could be filled by incoming leaders and (b) competency needs that correspond with current or future work for that group. These competencies should be linked to SWE's mission and the Society's strategic, operational, or financial plans related to the group in question.

As a starting point, it is suggest that the Nominating Committee hold a discussion on competency needs and gaps with current SWE leaders and group members at the start of each fiscal year, similar to the current discussion of anticipated competency needs for the next year's BOD with current BOD members.

E.15 Action: *Update the election manual*

Timing: *FY19*

Assigned to: *President, Nominating Committee*

Once the governance changes have been finalized, the election manual should be updated to reflect the revised process. As practicable, this work should be started in FY18, with revisions finalized in early FY19.

F. Sections and MALs

For the purposes of this implementation plan, sections and MALs are grouped together. International Affiliates and US Affiliates (formerly Collegiate Interest Groups) fall under the oversight of the BOD per a motion passed at the Winter Senate meeting in January 2017.

With the dissolution of regions, the sections will need support and information from HQ, LCC, and other committees for their continued vitality and sustainability. Communicating and educating members on where this support will come from will be crucial.

F.1 Action: *Elect last bylaws-required section representatives*

Timing: **COMPLETE**

Assigned to: *Director of Regions, Sections*

The role of the section representative as defined in the bylaws is to represent the section in region discussions, and with the dissolution of regions this role will no longer be needed. While sections can choose to create additional elected positions to meet their local needs, the section representative role outlined by the bylaws will be eliminated.

F.2 Action: *Update all sections/MAL bylaws*

Timing: *June 2018*

Assigned to: *Society Secretary, Section/MAL Presidents*

The Bylaws Committee will develop revisions to section and MAL bylaws to account for references to regions and section representative positions and any references to collegiates as non-voting members. The Bylaws Committee will work with section/MAL presidents to implement the new template. Section/MAL presidents should plan to discuss and approve the bylaws amendments in the second half of FY18. Consistent with Action A.8, the Bylaws Committee may consider an automatic bylaws update option to ease adoption.

F.3 Action: *Determine future MAL governance structure*

Timing: *June 2018*

Assigned to: *Director of Regions, MAL Council*

The MAL governance structure currently consists of representatives from each region. With the dissolution of regions, the makeup of the MAL Council will need to be revised. It is recommended the current MAL leadership determine any new or different MAL leadership positions and associated selection criteria that may be needed going forward.

F.4 Action: *Explore using the AMS to communicate membership options and help members connect locally*

Timing: *FY19*

Assigned to: *Director of Membership, HQ*

The new AMS has additional features that can be used to improve members interface. It is recommended that information on membership options (e.g. assignment to a specific section, or as an affiliate or MAL) be highlighted to allow members to make an informed decision regarding their affiliation. In addition, professionals and collegiates may be able to use the AMS to identify others nearby they want to connect with, thereby improving the collegiate/professional interface, encouraging broader connections, and facilitating the transition from collegiate to professional member.

F.5 Action: *Share MAL best practices for virtual community building*

Timing: *FY19*

Assigned to: *Director of Membership, MAL Leadership*

The MAL organization has developed very effective ways to connect and build a sense of community virtually throughout their organization. It is recommended the FY18 MAL leadership document a set of best practices to be shared, likely through a podcast or webinar.

G. Collegiates

Consistent with other governance changes and to promote competency-based leadership development across our diverse membership, it is recommended that collegiate members be allowed to vote on Society elections and business. Collegiates are a significant portion of SWE's membership and they should be empowered to participate as equal members of the Society. As part of this transition, collegiates will need to be informed of their new responsibilities as voting members.

G.1 Action: *Communicate to collegiate members their new voting rights and responsibilities*

Timing: *Spring 2018*

Assigned to: *Collegiate Director, HQ, LCC*

Assuming the Senate approves the bylaws amendment to grant voting rights to collegiate members, this will need to be communicated widely along with FAQs and opportunities to ask questions. This should also highlight that the Collegiate Director position will be elected by all voting members to a two-year term, consistent with all other BOD positions. The FY18 Region Collegiate Teams should be utilized to help with this communication. It is also recommended the Collegiate Director create a video, podcast or webinar about why each vote matters to encourage active participation. This should be communicated well in advance of the elections in March 2018.

G.2 Action: *Communicate governance changes to collegiate sections and counselors*

Timing: *FY18*

Assigned to: *Collegiate Director, Region Collegiate Teams*

While Section B of this document discusses aspects for broadly communicating this implementation plan and the governance changes, particular outreach should be focused on communicating how these changes impact collegiate sections. The FY18 Region Collegiate Teams should be utilized, and webinars and other virtual session should be offered, particularly for those collegiate sections that cannot attend region leadership summits or WE17. Additionally, training and information should be provided to collegiate section counselors, so they can assist their sections with the transition.

G.3 Action: *Perform an assessment of collegiate member distribution to understand how collegiate members currently participate in SWE*

Timing: *FY18-FY19*

Assigned to: *Collegiate Director, HQ*

Collegiate membership distribution across SWE should be assessed to determine how collegiate members currently choose to affiliate among collegiate sections, collegiate affiliates, professional sections and MAL membership. A review of collegiate member

participation in SWE committees and leadership positions should also be completed to determine where there is strong collegiate participation and what areas of SWE may be lacking a collegiate perspective. Building on the collegiate membership education on SWE leadership positions in Action G.4, educational tools and materials should be provided to collegiate members on the different types of membership options and the benefits of each (e.g. sections, MALs, affiliates) to assist them in making informed membership decisions.

G.4 Action: *Communicate leadership opportunities to collegiate members*

Timing: *FY18-FY19*

Assigned to: *Director of Membership Initiatives, Collegiate Director*

Collegiate members have unique, diverse and valuable viewpoints and competencies, and they should be encouraged to apply for SWE leadership positions beyond their local collegiate section. A plan should be developed in FY18 and implemented in FY19 to effectively advertise committee, Senate, and other SWE leadership roles to collegiate members, including what competencies and skills are desired for each position and what competencies and skills they can expect to develop in each position.

Appendix 1 – Governance Task Force Members

The Governance Task Force was established for FY17 to pull together all the various pieces into an integrated implementation plan. The members of the Task Force were selected from participants in the FY16 sub-teams, as well as other contributors in key areas. The Task Force members, and a few of their experiences that brought perspective to the discussions, are listed below:

- **Penny Wirsing (Task Force Chair), FY16 Director of Strategic Initiatives, Fellow, past Region Senator, past Treasurer**
- Cecilia Breda, (Bylaws Sub-team), past International Senator
- Andrea Clewley, (Region Sub-team), Region Governor
- Stephanie DeCotiis, P.E., (Senate Sub-team), past Region Senator, Strategic Initiatives Committee member
- Kerrie Greenfelder, P.E., (Nominating Committee Sub-team), past Region Governor, Member at Large, FY18 Nominating Committee Chair
- Dayna Johnson, P.E., (Committee Sub-team), Region Senator, past Awards Committee Chair
- Alexis McKittrick, Ph.D., member of the original FY15 Governance Task Force, past Region Governor, past Strategic Planning Chair
- Helen Patricia, (Bylaws Sub-team), Fellow, past Region Governor, past Senate Speaker, Bylaws Chair Elect
- Sandra Pettit, Ph.D., P.E., (Region Sub-team), Fellow, Region Senator, former MAL
- Heather Wiest, Ph.D., LCC Chair Elect and long-time LCC member
- Pearl Yamaguchi, (Section Sub-team), Region Senator

Appendix 2 – Questions and Answers

GENERAL:

Q1: How will all the work get done now that the Governance Task Force has ended? Don't they own the implementation plan?

A1: The truth is all SWE leaders own the implementation plan and each action has clearly defined leads to avoid any confusion over responsibilities. Many SWE leaders have already been working on actions supporting the governance changes. While the President Elect is the plan manager, each action is ultimately the responsibility of its owner. Some actions need work right away, so it's important that everyone feel empowered to move forward with their assignments.

SENATE:

Q2: How will special senators be selected? Will they have voting rights?

A2: Special senators will continue to be selected the same way they are currently, through nomination by the speaker of the Senate, then voted on by the senators for approval. They will continue to be voting members of the Senate.

Q3: What will the four 'extra' senators do in FY21?

A3: Each FY, the Senate will be responsible for the same outcomes. If there are more (or less) senators for a given year, the Senate committees will be adjusted accordingly. Care was taken to ensure the total number of senators would vary as little as possible during the transition years without creating an overly complicated election process.

Q4: Won't having a three-year term for senators make it difficult for some leaders to be involved?

A4: It is important to remember that the Senate is the strategic body for the Society, and changing out ½ of the strategic body each year would make it difficult to maintain continuity. While we acknowledge that three years is a long term, we also recognize that not being tied to a geographic area will allow these leaders mobility in their careers and personal lives while still being able to maintain their SWE position.

Q5: How do we ensure members' interests are represented with the new Senate selection process?

A5: As the strategic body of the Society, it is important for each senator to have the best interests of SWE and its members at heart, regardless of where they live. The competency model will be used to select senators that represent a diversity of SWE's membership and have the ability to think strategically about SWE's future.

Q6: Is it true there won't be any collegiate senators under the new governance structure?

A6: The Senate won't have "collegiate senator" seats, but that doesn't mean there won't be senators who are collegiates (either undergrad or graduate) or recent graduates. Competency-based Senate positions will represent a diversity of SWE membership. If needed, special senator positions (three per year for one-year terms) can be used to fill identified gaps. Remember, the Senate is the strategic body of SWE, and is a great place for collegiate members to continue to hone their strategic vision and planning skills.

REGIONS:

Q7: Is guidance available on how social media should be closed out? What happens to region blogs?

A7: Emails sent to the region alias addresses will be redirected to HQ for a period of time to ensure that any remaining issues are addressed. While the region blogs will not have new additions after the dissolution of the region geographic boundaries, the blog posts will be preserved in the official SWE archives as appropriate. Members are encouraged to continue blogs within their sections, committees, or groups. A transition process will be developed and communicated during FY18.

Q8: What kind of accounting help will regions need to assist with financial closeout? What about required retention of financial records?

A8: Region Governors and Treasurers will be given guidance over the course of the year to complete this transition.

Q9: What will happen to regions that have scholarship funds?

A9: Each region has an approved financial dissolution plan in place, including plans for any region scholarships. Some have chosen to have HQ and the scholarship committee take responsibility, and others will have a group of interested members who will maintain responsibility for awarding and disbursing funds locally.

Q10: Where will the region rebate go? How much is that?

A10: Last year, out of approximately \$170,000 in rebates, approximately \$18,000 was distributed to regions. The BOD owns the decision on how region rebates will be reassigned within the budget and plans to make that decision in late FY18. Some of the options being considered include additional travel grants for members, funding for the future state of leadership summits (pending the outcomes of the FY18 Leadership Summit Task Force), and section support resources.

Q11: Who will be responsible for the leadership pipeline without regions?

A11: All SWE leaders own the leadership pipeline, and are responsible for identifying and encouraging potential SWE leaders. While regions are a contributor, they are just one part of the pipeline. Going forward we'll need to change how we discuss, think about and promote leadership positions, and there are several implementation plan actions that address this need.

Q12: Will there be enough leadership positions to go around without regions?

A12: A lot of today's leaders fill multiple roles, or stay in the same role for several years. That can make it very difficult to find a willing replacement. The governance changes are intended to create more meaningful leadership opportunities that allow people to grow their skills. Additional leadership opportunities are also being created within the LCC and other committees as part of this transition.

Q13: Will we still have region leadership summits? Who will be invited if there are no region officers?

A13: The exact path forward on region leadership summits is yet to be determined. The Leadership Summit Task Force is in place for FY18, and will build on the work done by the FY17 Region Governance Team and make recommendations on the structure and content of future leadership summits. Considerations will include what regions currently value about the leadership summits, and what type of leadership training will be most valuable to members under the revised governance structure, as well as logistical recommendations.

Q14: What will be the role of the "fifth" director (currently Director of Regions)? Why not just eliminate that position?

A14: It is up to the Society President to determine the responsibilities of each director annually. Currently, the Director of Regions plays an important role in understanding the health of our sections, as well as regions, and a similar role may be necessary in the future.

Q15: What will happen with SME Bowl and other region-based collegiate competitions?

A15: HQ will work with this and other region-based collegiate competitions to make the changes necessary to reflect the dissolution of regions.

Q16: What will the new WE Local awards look like? How will people who are vying for awards know which WE Local to attend?

A16: The WE Local Awards Task Force has been established for FY18 and will be developing these recommendations.

HEADQUARTERS / BOD:

Q17: What will the new HQ 'section support' role look like? How much is HQ staff increasing?

A17: Section support functions will be split by two of the staff members in Member Engagement. One staff member has already been added for the transition. Once the transition is underway, HQ will be able to determine if any further staff is needed or if duties need to be realigned.

Q18: How does SWE's staff compare to other similar associations?

A18: When considering overall staff levels, it is helpful to look at the Operating Ratios data gathered by the American Society of Association Executives (ASAE). For a professional association in the \$5-\$10 million-dollar budget range, the average percent of salary to total expenses is 31.4%, with a median of 31.3%. SWE's budget is just over \$10M and our salary to total expense is currently 22%: SWE's current staffing level is well under the average and median values for professional membership organizations at a comparable or smaller size. Given the growth in membership and conference attendance, addition of new programs like WE Local and global activities, and expanded public policy, we should expect HQ staff to be growing to provide the needed support.

Q19: What will the Integrated Marketing Advisory Board be doing?

A19: An Integrated Marketing Advisory Board was chartered in FY18 to advise the Society on communications focusing on public relations and social media. Part of that charter is to "Advise sections, affiliates, committees, and other SWE groups on the correct usage of the SWE brand including the SWE logo for consistency throughout the Society."

Q20: How will section numbers be assigned in the future?

A20: Section numbers currently include a letter that indicates the region where the section is located. It is recognized this will need to be addressed in the future.

COMMITTEES:

Q21: What's the difference between a standing committee, a committee, an advisory board and a task force?

A21: Standing committees are identified in the bylaws and are required to have their chair-elect slated by the Nominating Committee. These will include ethics, bylaws, audit, finance, and nominating under the revised governance structure. Committees in general have work to accomplish over multiple years that contributes to the strategic plan of the Society. An advisory board provides strategic advice on a given topic and may be established for a specific period of time. A task force has a specific mission to

accomplish for a relatively short amount of time. Each of these is established through the bylaws or by decision of the BOD, with a BOD liaison to report to.

Q22: What are affiliates?

A22: Affiliates are groups, either outside of the US, or collegiate groups within the US, that want to expand the mission of the organization but don't meet the requirements of a section. As affiliates, the groups can hold events using the Society name and apply for awards.

Q23: Are there any changes to committee term limits?

A23: The possibility of committee term limits was discussed initially as part of the possible governance changes. This has been included in the committee best practices section, with each committee tasked with evaluating if term limits are appropriate for their group and what those should be.

NOMINATING COMMITTEE:

Q24: Why is the Executive Director included as a non-voting member of the Nominating Committee?

A24: The Executive Director is responsible to help advance SWE's mission, and selecting leadership candidates who support that mission is in the best interest of the Society. She is well aware of the strategic direction of the Society, and is in a prime position to understand the needs of the organization in the coming years. As such, she has valuable input that can promote and encourage a deeper level of discussion on the candidates.

Q25: How were the standing committees selected?

A25: The standing committees were selected to provide an additional form of checks and balances as they have direct impact and influence on Society compliance initiatives. The SWE membership will vote on these chairs-elect, rather than them being nominated by the President and voted on by the BOD as other committee chairs and chairs-elect are.

Q26: Why don't bylaws and ethics have their committee duties included in the bylaws like finance, audit and nominating?

A26: Currently the committee descriptions and duties for the bylaws and ethics committees are included in their committee procedures, like most other SWE committees. Since this information already exists in SWE documentation, the task force decided to minimize "clean up" work and focus on the changes needed for the implementation plan. Additional changes that may improve the bylaws will be revisited in the near future.

Q27: How does the new petition process compare to the previous one?

A27: The new petition process is very similar to the previous one and has been updated to reflect increasing membership numbers and the dissolution of regions. The bylaws currently state that at least 200 voting members must sign a petition, with no more than 60 from one region. The new petition process requires 1% of voting members (approximately 350) to sign the petition, with no more than 10% of them being from one section or group. This ensures the petition candidate has broad support within the Society.

Q28: Why can't the Nominating Committee slate the senator and chair-elect candidates this year, so the changes can be implemented sooner?

A28: The schedule for the election cycle doesn't allow the Nominating Committee to be engaged this year, as the call for nominations is due in September but the bylaws changes won't be voted on until late October. Provisos have been written into the bylaws amendments to address the transition in FY19.

Q29: How can we ensure the BOD has the necessary financial understanding?

A29: One of current the leadership competencies is business acumen, which includes financial understanding, and candidates are evaluated in relation to this competency. Recognizing this has been an area of perceived weakness in the past, BOD orientation now includes specific financial training, including SWE finances, investments and the annual audit, and additional focus is being scheduled throughout the year.

Q30: Does SWE voter turnout vary between contested and uncontested elections?

A30: Voter turnout has consistently hovered between 8 and 11% of voting members, regardless of how many positions in the election are contested. In fact, some of the recent elections with multiple contested positions have had lower voter turnout than the relatively uncontested elections. Below is a table of recent voter turnout.

Election Year	Voter Turnout	Contested Positions
FY12	10.9%	Contested President Elect, Secretary, Directors
FY13	12.1%	Contested President Elect, Directors, Dep Director of Regions
FY14	11.8%	Contested President Elect
FY15	10.0%	Contested Directors
FY16	9.2%	Contested President Elect, Secretary, Directors, Dep Director of Regions
FY17	7.4%	Contested Directors
FY18	8.5%	Contested Directors

SECTIONS AND MALS:

Q31: Are the new LCC coach responsibilities similar to that of Region Governors?

A31: Region governor responsibilities will be divided among several SWE groups. LCC's focus will be on training of and consulting with SWE leadership, while HQ will own administrative and AMS portal support, as outlined in the graphic below.



Q32: How will relationships be built between the LCC and sections?

A32: LCC coaches will reach out to their assigned sections at the beginning of the fiscal or school year to introduce themselves and explain how they can support the section throughout the year through coaching, consulting, or connecting with other SWE resources. Coaches are encouraged to touch base with sections periodically, follow their social media pages, and setup in-person tag-ups at conferences or summits if possible. This approach will be evaluated regularly to identify any changes that may be needed.

Q33: How are LCC coaches assigned to sections?

A33: An LCC coach will be responsible for approximately 10 sections near their home location. This will facilitate face-to-face communication when needed. In addition, LCC SMEs will be able to help out with specific subject matter expertise as needed.

Q34: Will LCC coaches be responsible for bringing sections together for events?

A34: Sections already affiliate locally and hold joint events with neighboring section, typically without region support. Organic, section-led collaboration will continue to be encouraged going forward. If consultations with sections close to each other show they need help in collaborating, the LCC coach can facilitate that, though the sections would own those events.

Q35: Will section officers and members be able to continue meeting at SWE events?

A35: Region governors, having expertise in what sections have found most valuable at region conferences and business meetings, have been asked to develop recommendations for standard programming at WE Locals. Additionally, a task force has been established to determine the future of the current region leadership summits, and this will likely be another avenue for local sections to meet. Finally, sections will continue to have the ability to reach out to other sections in their area and collaborate.

Q36: Can the Section Representative just become a position that focuses on communication, or perhaps be a liaison during the transition?

A36: The section representative is currently defined in the bylaws as a member of the region council, and as such that specific position will be eliminated. However, sections have the ability to establish any elected positions in order to meet their needs.

Q37: Will sections lose their connection to Society updates without a Section Representative?

A37: There will be many avenues for sections to receive updates and information at the Society level going forward, including WE Local and WE Conferences; SWE social media and All Together; www.swe.org; online and in-person SWE groups and connections; Society emails to section presidents; general membership emails, communication preferences in the AMS profile; and subscriptions to text alerts.

COLLEGIATES:

Q38: How will collegiates ensure good participation and communication in the absence of the Region Collegiate Team?

A38: Collegiate LCC coaches will have fewer sections going forward than most Region Collegiate Representatives have under the current structure. This will allow more personal attention to be paid to the vibrancy of each collegiate section and ensure they have the resources they need to thrive. Also, discussions are underway regarding these groups meeting up at various WE Local conferences or the leadership summits, pending the outcome of that task force.

Q39: Will collegiate members be able to influence the outcome of an election when given voting rights?

A39: The Nominating Committee will still be responsible for vetting all of the candidates on the slate, so every person on the ballot will be qualified to serve in the position they're slated for. Collegiate members will have an impact on elections, since they are a new set of voting members. However collegiates voting in large numbers would be no different than any group of voting professional members who may band together today. If any member chooses to add a candidate via the petition process, there is a

robust procedure in place to insure that candidate has broad support. Ultimately, SWE hopes all members vote in elections!

Appendix 3 – SWE Competency Model



Leadership Competency Model Overview

Society of Women Engineers (SWE)

Leadership Competencies	Communication
	Self-Management & Development
	Business Acumen
	Coaching, Mentoring & Sponsorship
	Leadership Abilities

As SWE continues to grow its professional development program, the competency model serves as the basis for developing leadership core competencies. The competency model can be used to help members REFLECT AND ASSESS WHERE THEY MAY NEED TO HONE THEIR LEADERSHIP SKILLS. The leadership model as it currently stands consists of five areas:

- Communication
- Self-Management
- Business Acumen
- Leadership Abilities
- Mentoring, Coaching and Sponsorship

COMMUNICATION

LISTENING – FEEDBACK – TEAM COMMUNICATION

- Applying effective communication skills.
- Conflict resolution and management.
- Supporting/creating an inclusive environment.
- Listening actively.
- Providing effective feedback.
- Building relationships.

BUSINESS ACUMEN

FINANCIAL ACUMEN – MANAGEMENT – STRATEGIC PLANNING

- Comprehending financial statements, balance sheets and reports.
- Applying effective management skills (i.e. managing a budget, project or department).
- Strategic Planning.
- Motivating and developing people.
- Economic concepts and principles.

LEADERSHIP ABILITIES

PROFESSIONAL ACUMEN – VISIONING – RELATIONSHIP MANAGEMENT

- Applying effective interpersonal skills.
- Applying effective team management skills.
- Building better relationships.
- Motivating and developing people.
- Empowering others.
- Visioning.

SELF-MANAGEMENT AND AWARENESS

SELF-REFLECTION – SELF-MANAGEMENT – PERSONAL MANAGEMENT

- Pursuit of lifelong learning through the mastery of new knowledge, embracing new ideas, and shares new ideas.
- Self-reflection and assessment through recognizing strengths and weaknesses, seeks feedback from others and learns from failure.
- Tolerates ambiguity by taking priority changes and unforeseen developments in stride as well as leads with a firm sense of purpose in an environment of uncertainty.
- Flexibility by being open to change and new information/perspectives.

COACHING, MENTORING & SPONSORSHIP

COACHING – MENTORING – SPONSORSHIP

- Strategies for career development.
- Seeking a career coach.
- Seeking a career mentor.
- Seeking a career sponsor.
- Becoming a career coach.
- Becoming a career mentor.
- Becoming a career sponsor.

Business Acumen	
Early Career Foundational Development	<ul style="list-style-type: none"> ▪ Develop and apply effective management skills (e.g., problem solving, interpersonal skills, delegation and supervision). ▪ Pursuit of lifelong learning through the mastery of new knowledge, embracing and sharing new ideas. ▪ Identifies strategic developmental areas. ▪ Evidence based decision making; using the best evidence available in making decisions that impact the organization.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> ▪ Visioning by taking the long view of the organization, building a shared vision for members' role, acting as a catalyst for organizational change, and inspiring others to succeed. ▪ Sees the big picture and understands how to determine organizational objectives and set priorities. ▪ Adapts professional knowledge and skills through being aware of industry changes, developments and emerging issues affecting women in STEM. ▪ Strategic planning through the development of effective strategies consistent with the mission of the organization. ▪ Adapts strategic planning in response to industry changes and developments. ▪ Results oriented through delivering on strategic goals. ▪ Knowledgeable of change management strategies and processes.
SWE Specific Competencies	<ul style="list-style-type: none"> ▪ Manage finances of SWE to meet organizational needs.
Self-Management and Awareness	
Early Career Foundational Development	<ul style="list-style-type: none"> ▪ Self-reflection and assessment through recognizing strengths and weaknesses, seeks feedback from others and learns from failure. ▪ Flexibility by being open to change and new information perspectives ▪ Develop awareness of relationship patterns. ▪ Self-reflection to understand of emotional triggers and develop emotional management strategies. ▪ Takes responsibility for how one's actions affect others.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> ▪ Taking initiative and making smart risks through the encouragement of creative thinking, supporting and guiding new ideas, and empowering others to take risks. ▪ Tolerates ambiguity by taking priority changes and unforeseen developments in stride as well as leads with a firm sense of purpose in an environment of uncertainty. ▪ Understands how personal emotions and biases affect communication and has management strategies in place to work with different individuals and different types of personalities.
Communication	
Early Career Foundational Development	<ul style="list-style-type: none"> ▪ Communicate plans and activities in a manner that supports strategies for teamwork ▪ Overcoming internal barriers to effective communication ▪ Conflict resolution and management by skillfully settling differences in a positive and constructive manner ▪ Identify and collaborate with internal partners ▪ Develops strategies for communicating constructive criticism in a manner which encourages team continuity ▪ Applies effective communication and interpersonal skills through actively listening to the needs of colleagues, sharing relevant information and expectations, and treating colleagues with respect. ▪ Creates an environment which encourages team participation and sharing of new ideas.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> ▪ Leverages diversity and differences by leading and supporting an inclusive environment. Seeks new perspectives to achieve the vision and mission of the organization. ▪ Identify and collaborate with internal and external partners. ▪ Build relationships that support organizational mission and strategic objectives.

Leadership Abilities	
Early Career Foundational Development	<ul style="list-style-type: none"> ▪ Understand the difference between a sphere of control and a sphere of influence ▪ Maintain a high standard of professionalism and ethics ▪ Provide and support an environment for continuous improvement. ▪ Develops active listening skills. ▪ Apply effective communication and interpersonal skills through actively listening to the needs of colleagues, sharing relevant information and expectations, and treating colleagues with respect.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> ▪ Influencing others through coalition building, inviting new perspectives, a clearly articulating the goals of the organization. ▪ Build relationships that support the organization's mission and strategic objectives. ▪ Identify and leverage personal sphere of control and sphere of influence. ▪ Promote and support appropriate change as an essential part of success as an organization. ▪ Seeks new perspectives to achieve the vision and mission. ▪ Be an advocate for the role of women in STEM. ▪ Identify and collaborate with internal and external partners. ▪ Leverages diversity and differences by leading and supporting an inclusive environment.

Appendix 4 – Senate Motion #1717

Society of Women Engineers FY17 Senate Motion Submission Form

Date:	1/28/17	Item #:	S1717
Title:	Endorsement of Proposed Governance Changes		
Description:	Motion for Senate to endorse proposed changes in principle		
Motion Maker:	Pearl Yamaguchi, Dayna Johnson, Sandi Pettit	Second:	Jonna Gerken

The SWE senate hereby endorses the cohesive & integrated plan as presented which includes the following goals, and directs the bylaws committee to bring amendments to the next in-person senate meeting to enact them:

- Collegiates shall be granted full voting rights in SWE;
- Terms for senate members shall become three years;
- All nominations and elections shall be competency-based without regard for geographic location;
- Regions shall be dissolved by end of FY18; and
- Selection of the nominating committee shall be on the basis of competency without regard for geographic location.

DISCUSSION PRO

In FY14 SWE began efforts to determine the ideal governance structure and volunteer service model to support the organization’s growth and globalization goals and to maximize member involvement. A number of SWE leaders and stakeholders have been involved in benchmarking, discussion and feedback over the past three years, and in FY17 the Governance Task Force was established.

Following up on prior efforts, the Task Force has developed a plan to move the Society toward the desired goals to:

- Create more meaningful SWE leadership opportunities
- Remove geographic barriers/dissolve region boundaries by end of FY18
- Expanding member segments
 - Align with how members communicate
 - Transition the work of the senate to focus on strategic planning
- Move SPC to Senate by end of FY17
 - Transition to strategic council body in parallel with dissolution of regions
 - Shift in section support
- HQ, WELocal, “section support” committee(s)

In order to ensure the Senate is aligned with the work of the Governance Task Force through the end of FY17 and to minimize lack of clarity for our members, it is important to reach concurrence on a path forward. Approval of this motion will provide the clarity and alignment.

The actual work involved in drafting the bylaws amendments will be undertaken separately and presented in a future motion(s).

DISCUSSION CON

Some members believe regions have provided a solid leadership pipeline, sufficient avenues for communication and equitable geographic representation and this plan may not adequately address these areas.

BUDGET IMPACT

Region budgets – each region is developing a plan to dispose of their respective funds in accordance with SWE’s mission, by the end of FY18.

HQ budget – the impacts of additional HQ staffing have been considered in the Annual Strategic Plan Review and will be incorporated in the 3-year budget to be approved by the end of FY18.

STAFF RECOMMENDATION

Staff supports the proposed changes.

DECISION

ACTION ITEMS