

## **Slide 1**

Good evening! Thank you so much for joining us. My name is Annabel Jones and I am your International President. Joining me as part of the panel for our conversation tonight is Alumnae Vice President Autumn Hansen, Executive Director Laurie Veldhuizen and Megan Wick who is overseeing our transition process though all of International Council are present

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The volunteer and staff transition committee was formed last spring in order to focus on the challenges and opportunities we will have in the transition, both with operational and cultural changes. They have spent time reaching out to volunteers and staff to gain understanding of the main the roadblocks we face in developing strong staff and volunteer relations as well as communicating with clarity about the transition. They will meet in person in November.

In the meantime they have been working to identify common questions and needs for clarification related to the transition. Some of you on this call may have provided feedback to one of those committee members. As a result of that feedback we planned this forum as an avenue to specifically address your questions in a discussion format but also to provide clarity about “what is strategic board governance” and how the role of International Council will change in this new model.

We believe the answer to this question will lead to greater clarity about “how this is all going to work” in 2018.

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International Council has also been working under the guidance and advisement of Ginny Carroll. Ginny has over 25 years of management consultant experience and has led many NPC organizations, as well as her own, Alpha Xi Delta, through the change to board governance.

She facilitated an exercise with International Council that helped us delineate the specific roles of International Council, professional staff and volunteer leaders in the strategic board governance model. In the feedback we received from the transition committee, we have found that volunteers and staff are primarily interested in how the transition to a new governance model will affect them personally, the work they do and how decision will be made. So to start this forum, I would like to use the exercise International Council did with Ginny with this group, to assess how much you about the actions and decision making process of a strategic board.

I am going to read an action and I want you to select International Council, professional staff or volunteer leader if you think that under strategic board governance the action I read will be an International Council action, staff action or volunteer action. You can select more than one answer if you feel the responsibility lies with more than one group.

Determines mission and purpose - IC  
Focuses on and directs staff work - Staff, specifically ED  
Hires legal counsel – staff  
Decides how to handle chapter discipline issues - volunteers  
Ensures board is aware of trends in the environment – staff and volunteers  
Decides questions for member surveys – staff and volunteers  
Responds to advisor or chapter questions related to member education or programming – staff and volunteers  
Approves Marketing for Meetings and Conferences - staff  
Ensures effective strategic planning – IC  
Supports chapters in the implementation of Moonball and Girls on the Run relationships - volunteers  
Implements the strategic plan- staff and volunteers  
Consults and advises alumnae chapters on programming and growth - volunteers  
Plans programs and logistics for meetings and convention – staff  
Decide content, look and feel of the website – staff  
Develops and implements plans to support new chapters – volunteers  
Ensures adequate financial resources - IC

Some of you may have been surprised by the answers to some of these statements. And that's OK! We are moving from a board model where International Council is very involved in day-to-day decision making and operations because they lead volunteer departments that focus on the functions of the Sorority.

In a strategic board governance model, International Council will focus on ensuring that the decisions we make are fiscally responsible. This includes decisions related to growth, programming and partnership to name a few. The board will also be strategic. As they receive updates on the progress of the strategic plan they will identify what is going well and what needs to be changed based on resources or trends. Finally, International Council will be using data and trends to decide what is next for Gamma Phi Beta and what needs to be done to do keep Gamma Phi Beta healthy, competitive and growing.

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Our new board model will allow International Council to be focused on what should happen next for Gamma Phi Beta, instead of what is happening right now. International Council leadership will focus more on confronting the real barriers we face to transformation, innovation and invention. International Council will be able to innovate and pioneer new ways of doing things while empowering our workforce, made up of professional staff and volunteers, to execute on the decisions International Council makes.

Many have asked “But, how will IC know what is going on?” The answer to that question is an important one because it brings to light the difference between the role of IC today and role of IC in board governance.

Today, IC knows what is going on because they are making day to day operational decisions for departments. This will not be true in board governance so what they need to know moving forward is not the same as what they need to know today.

Strategic boards focus on governing versus managing tasks and people. The authority and decision making in each function lands with the director of that area. The outcomes of that area will be reported to IC. If that area is successful, that tells IC that the vision and direction is the right one. If that area is having challenges, IC may need to look more closely to determine if we need to change course.

In addition to Laurie, the Managing Directors, Kendra, Laurie M. Maureen and Megan, are now participating fully in International Council meetings. This insures that IC is kept current on all functional areas and able to be proactive in anticipating member needs in the future.

Before we get started on taking general questions from the attendees, I would like to address five questions submitted by the volunteer and staff transition committee. When we are done with those questions, we will open it up to the audience.

The first question submitted by the volunteer and staff committee is:

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**With the number of extensions in the past two years and the addition of staff positions, how is the Sorority managing this financially? Could you review the financial aspects of the transition?**

The first part addressing extension projects. The extension landscape looks very different now than it did five years ago. The number and size of the extension projects have steadily increased. This allows us to maximize our dollars through bulk orders and streamlined processes while continuing to customize efforts campus to campus. International Council is committed through the Strategic Plan to funding four extension projects every fiscal year.

Over the past four years, International Council has approved the creation of three positions annually to address the growing needs of the business and transition tasks traditionally completed by volunteers. Each year, we’ve evaluated our approach to increase staffing based on campus trends and the Sorority’s financial position, and we will continue to do this annually.

Criteria for professional staff growth will be further developed to ensure fiscal stability before new staff positions are approved each year. International Council will ensure the proposed positions align with the strategic plan and International Council’s priorities as well as support a governance model. It is

important to remember that this transition does not include a one to one correlation of staff to volunteer positions. In fact, from experience through the education and HR transitions, the number of volunteer opportunities increased with a greater number of applicants for each positions than we typically receive for existing positions, which indicates that the transition is creating meaningful, manageable and desirable volunteer opportunities with few though very intentional newly created staff positions.

Outside of newly created staff positions, costs directly related to the transition are minimal at this point. Until the transition is complete we will not be able to fully analyze the financial impact as this is process continues to evolve – it is an evolution not a revolution!

What we do know at this point is that comparing the financials needs of 2014 Gamma Phi Beta to 2018 Gamma Phi Beta is not a fair evaluation. There are parts of our operations that have yet to be developed AND the Strategic Plan calls for an evaluation of all programs and services. Though that process, which will begin shortly include participation from most of you and presented for IC to review in January, will identify programs and services that are no longer relevant or achieving the desired outcomes and will therefore be retired. Leaving room for function alignment in ways that aren't possible at this time due to workforce capacity constraints.

For example, functional collaboration in the absence of volunteer department transition to a workforce division of Housing and Facilities, Member Experience, Marketing and Communications and Risk and Policy might not require annual weekend long department meeting but could, for example, be replaced with workgroup sessions. Or, International Council meetings could be reduced from four days three nights to three days two nights of travel. Or, Conference training and attendance may look different as the purpose and training needs are evaluated.

You may have noticed increased financial transparency beginning with the Convention 2016 report of the biennium a 2015-16 year to date financial report was included, followed by a 2016-17 budget report that was distributed in August. I encourage you to continue to review the financial information as it is released to understand where resources are allocated.

International Council and the managing directors are very mindful moving the transition forward in a judicious manner. International Council absolutely committed to our organizational philosophy by being member focused and investing in our workforce comprised of professional staff and volunteer leaders.

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### **What is the Leadership Development Committee working on, specifically? And, how will this group support volunteer growth and movement?**

The Leadership Development Committee (LDC) reports to the International President. The charge to the LDC can be summed up in a succinct Core Challenge:

To create a sustainable leadership development strategy to prepare volunteers for service at the highest levels of the Sorority.

It is expected that the LDC will outline and specify leadership needs and identify and deliver appropriate solutions to meet those needs so that volunteers will be equipped to step into high level positions. The LDC will be identifying and then answering questions such as:

- What skill sets are necessary in the Sorority's leaders, especially at the International Council level?
- How do we utilize multiple channels for learning and delivering content?

They're currently creating a process that includes research, diagnosis, more research and creative solutions. They'll consult with other non-profits such as other NPC groups who have similar governance structures, Junior League and other groups. They'll collect ideas and information from leadership development professionals and create solutions that will meet Gamma Phi Beta's specific leadership needs.. We're hoping we can announce more specifically what's going on to our volunteers at RLI next summer.

If you have additional questions about the LDC please contact Linda Malony directly.

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### **How will decisions be made and/or where is authority for decision making? Annabel**

Decision making related to a specific function of the sorority lies with the director. For example, decisions and authority related to REAL Leadership or Member Education programming lie with Sam Keltner. Keep in mind though that the strategic plan sets the goals and objectives for member education so Sam's direction is set by International Council. It is under her purview to decide the strategy and tactics she uses to meet the goals and objectives of the plan.

Another example would be related to new chapters operations. The decisions and authority related to new chapter operations lie with Jamie Pickel. However the strategic plan sets the direction for the member experience and collegiate chapter operations. Again Jamie decides the strategy and tactics to meet IC's goals and objectives in this area.

Each function is part of a division so the accountability for the division is with the managing director. If a staff or VL have concerns about a specific function, they should contact the managing director of that area.

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#### **How will volunteers and staff be involved in upcoming decisions about the transition and how it will affect them specifically?**

There are two changes taking place. One is operational and one is cultural. We can address the operational one but aligning departments, functions and tasks as well as determining where specific people will get support. The cultural aspect of this change involves looking our history, culture and values and understanding our motivations for how we communicate, reward and deal with issues.

The operational piece of the transition involves “when do I transition?” or “when will my team transition?”

The good news is that International Council approved a timeline for operational transition during their meeting last week. On your screen you will see a timeline for the next 20 months. This timeline will be posted to the Gamma Phi Beta website following this call.

In the next few months Membership Vice President Caitlin Capozzi, Financial Vice President Shannon Ballew and Collegiate Vice President Tanya Jordan will begin conversations with me, Laurie and Megan about the functions of their departments and how those functions may align in the staff structure. These council members will involve their department in those initial conversations as they deem appropriate. Once an area of alignment has been decided, impacted volunteers and staff will become part of the process regarding the next steps of that transition.

Where alignments are not possible, the budget will be reviewed for additional staff considerations as proposed by the executive director

Because you can see on this timeline when each department function will transition, you can anticipate the timing of your specific involvement.

Ongoing updates about the transition, timelines, and FAQs can be found starting Monday at [gammaphibeta.org/transition](http://gammaphibeta.org/transition).

I want to note that the other part of the transition, the cultural transition is a focus of the volunteer and staff transition committee. It is also the focus of the transition meetings you see highlighted on this time line. In those meetings, staff and volunteers are involved in how relationships will work, who will do what, and what process they will go through when they differ on next steps?

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**How are things going with the Education Department and Human Resources Team that have already transitioned?**

The way we are evaluating the success of those team transitions is by looking at the strategic plan initiatives in those areas and how well staff and volunteers in those areas are able to execute the strategies and tactics of those goals and objectives.

We are looking at distribution of work, volunteer contribution and effective processes and systems that will maintain an excellent member experience.

Here are just a few examples of the Phase 1 strategic plan initiatives for the education and human resources workforce of volunteers and staff. Keep in mind that Phase 1 is this academic year:

## **Slide 12**

### **Education Department**

**Goal 1: Build an organization that reflects the best Gamma Phi Beta**

**Objective 1: Provide a quality member experience for our collegians.**

**Strategy 1:** Provide a quality leadership opportunity and training.

**Strategy 2:** Provide an inviting and enriching new member experience.

## **Slide 13**

### **Education Department**

**Goal 1: Build an organization that reflects the best Gamma Phi Beta**

**Objective 4: Develop specific standards and programs that encourage our members to exemplify the highest type of womanhood.**

**Strategy 1:** Educate our members on Gamma Phi Beta including policies and procedures.

**Strategy 4:** Further foster philanthropic interest.

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### **Human Resources**

**Goal 3: Develop and manage our human resources**

**Objective 1: Educate and train people who are instrumental to the success of the organization.**

**Strategy 2:** Create educational opportunities for all alumnae to learn about volunteer leader opportunities.

**Strategy 3:** Develop education and training tools for advisors.

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### **Human Resources**

#### **Goal 3: Develop and manage our human resources**

**Objective 4: Assess and develop operational structures to maximize efficiency and effectiveness.**

**Strategy 1:** Evaluate the current professional staff and volunteer leader roles to determine if the needs of the Sorority are being met.

**Strategy 2:** Evaluate the tools for professional staff and volunteer leaders to determine if their needs are being met.

This gives you an idea of what volunteers and staff are doing in these areas.

Jill Duffy is leading the Programming Team that consists of volunteers focused on the training and development needs of advisors and volunteers as well as the volunteer presentation team that implements the programming for REAL Leadership.

Shana Makos is leading the Member Education team that consists of volunteers focused on collegiate officer training and preparedness, overhauling our scholarship programming and implementing member education at the collegiate chapter level.

As you can see from these examples, staff member are largely providing support to volunteer teams that are focused on supporting collegiate chapters.

In the human resources area we have expanded our support of volunteer recruitment by dedicating volunteers to the specific recruitment of advisors, department and regional volunteers. We have an additional volunteer focused just on volunteer retention.

We believe these two models are effective in meeting the goals and objectives of our strategic plan and we will continue to seek feedback from both volunteers and staff about best ways to refine the process.

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What questions do you have about the information we have covered or what other questions would you like addressed? Please use the chat function and Megan will read them aloud for the panel to respond.