



## Alpha Gamma Delta Governance Update

The 2016–2018 International Council created a work group in spring 2018 to consider the governance method for the Fraternity. The Governance Work Group analyzed the state of governance, various governance models and thus provided recommendations to International Council. The recommendations were accepted by IC and the process of moving to a modified policy governance structure began in spring 2019 with the goal of being ready to implement fully the structure at the start of the 2020-2022 biennium.

The following chart shows the differences of the two models of governance:

<b>Operational Governance</b> <i>(Primary Model used until 2019)</i>	<b>Modified Policy Governance</b> <i>(Model Recommended by the Governance Work Group)</i>
<p><b>Overview</b></p> <ul style="list-style-type: none"> <li>• IC Officers are aligned with functional areas of the organization.</li> <li>• Requires officers to be experts in the work of their assigned areas.</li> <li>• Effective for organizations where functional areas require that an expert lead the operations AND this is paired with strategic planning sessions between leaders.</li> <li>• Most effective where organizational silos do not share resources and have few touchpoints.</li> </ul> <p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• Originally designed for organizations without adequate staffing, operational governance ensures decisions which</li> </ul>	<p><b>Overview</b></p> <ul style="list-style-type: none"> <li>• IC Officers can come from any background and expertise level.</li> <li>• IC officers have influence over all areas of the Fraternity, with focus on broad policies and priorities.</li> <li>• Executive Director becomes operational lead, ensuring that staff and volunteers are supporting priorities that are in line with policies.</li> <li>• Operational elements such as Good Standing, Honors and Awards remain items of oversight/approval at IC level.</li> </ul> <p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• Provides opportunities to be nimble, flexible, and to adapt to trends and</li> </ul>

affect the whole are made at uppermost level regardless of relevance.

changing collegiate environment and alumnae interest.

- Unconstrained by job titles, IC can act as a singular entity rather than in silos.
- Allows for maximization of IC, staff and volunteer potential
- When successfully implemented in a fraternity setting, it has been a strong enabler of performance.
  - A majority of NPC groups have made the move to Policy Governance. Those who have done it well are “leaving behind” others in all metrics of success including member retention and extension success.
- Broadens the IC candidate pool as operational expertise is not required.

**Disadvantages**

- Intrinsic to the model are bottlenecks in decision making, lack of singular direction, departmental silos and duplication of effort.
- IC Officers become overwhelmed with operational minutia related to their assigned work area, resulting in insufficient time for long-range planning.
- Requires expertise in operational area, limiting eligibility and creating electability barriers to serve on IC.
- Leads to inconsistent application of policies and procedures due to lack of central repository of knowledge.
- Time and resources spent on projects which don't align with organization goals or priorities.

**Disadvantages**

- Implementation likely challenging for stakeholders.
- Large change adjustment and implementation from operational governance.
- Requires changes to manuals, handbooks and other organizational documents.
- Require long-term commitment and follow-up from all stakeholders in order to successfully implement
- Roles and responsibilities must be documented in policy statements.

<ul style="list-style-type: none"> <li>• Duplication of work between paid staff and volunteers.</li> <li>• Lack of accountability within the volunteer structure.</li> <li>• Lack of quality, clear and consistent communication across and amongst all levels of the organization.</li> </ul>	
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Additional recommendations were made by the Governance Work Group to ensure success in moving to the modified policy governance model. These recommendations have been the focus of International Council over the past year. To support these recommendations (listed as bullets below), a number of changes were enacted. They include:

- Clearer definition of how staff and volunteer structures work together.
  - The Volunteer Service Team structure was revised during spring 2019 and implemented with the last round of appointments. This revision removed IC from most operational duties which has allowed them to spend the past year focused on the policies and procedures needed to enact modified policy governance.
  - Staff teams were refocused last spring to better support this revised leadership structure ensure operational success.
  - A complete Summer 2020 analysis will allow for refined support after one year of implementation.
- Better defined policies and procedures at all levels.
  - The Elections Work Group provided recommendations for how to elect International Council in a policy governance environment. These recommendations were included in the *Elections Handbook* and utilized for the 2020-2022 IC Elections.
  - IC has completed the *Policy Governance Handbook* to be utilized beginning with the 2020-2022 biennium. It will be available in July 2020.
  - The Document Audits Committee has worked to locate instances of operational policy spread throughout our operational documents and consolidated them in one place. This resource is under review and will be available summer 2020.
  - Policies and procedures for operational support have been revised and implemented at the collegiate level.
  - Policies and procedures for Honors of Epsilon Pi have been revised and implemented.
  - Includes policies and procedures for alumnae communities.
- Defined accountability at all levels.

- Accountability for collegiate chapters and alumnae chapters/clubs is tied to Good Standing metrics.
- VST structure changes have been implemented, defining who is accountable for what and ensuring the highest level of accountability falls on teams whose oversight is the Executive Director.
- The Executive Director is accountable to International Council.
- International Council is accountable to the membership.
- Defined final authority on all decisions.
  - The *Policy Governance Handbook* includes policies which provide guard rails for decisions and allow IC to act as a Court of Appeals. This will ensure due process.
- Eliminate IC job titles other than President
  - Revision of IC Job Descriptions will provide alignment with modified policy governance and eliminate most operational duties.
  - These job descriptions are evident in the revised *Elections Handbook* and the newly created *Policy Governance Handbook*.
  - Several constitutional amendments will be voted on by voting members this summer. If passed, Vice Presidents will no longer have titles.
  - Guidance for future elections has been provided by the Elections Work Group.
    - All women eligible after the nomination and vetting process would be listed on the ballot. Those with the highest number of votes will become Vice Presidents.
    - This practice is in sharp contrast to the current practice where two names are placed on the ballot for each office, thus allowing only one of the qualified candidates to serve.

Many benefits emerge as a part of the move to modified policy governance, as highlighted by the Governance Work Group. They include:

- Consistency in programming and priorities
- Increased coordination of operations
- Organization that is nimble, efficient and proactive with improved measurement of ROI
- A member-focused experience, thus enabling increased membership engagement and organizational pride
- A leadership body which prioritizes strategic planning
- Well-defined roles and responsibilities to provide increased accountability

### **Modified Policy Governance in action**

The benefits of the move to modified policy governance have already been felt, during the smooth coordination of the Fraternity's response to the Covid-19 Pandemic, which included:

- Immediate support to collegiate chapters, including coordinated response and check-ins, assistance with guidance over financial concerns and resources on member engagement in a virtual environment.
- Logical modification to Good Standing requirements to provide allowances for chapters who were unable to execute spring plans.
- The creation of comprehensive recruitment and marketing resources for collegiate chapters and alumnae groups to meet changes in Primary Recruitment, as implemented by National Panhellenic Conference.

This response was enacted nimbly and quickly due to the support structure revision from last spring, IC's focus on policies and future concerns, and the Executive Director's ability to ensure operational fidelity and accountability.