

# **Governance Redesign Considerations**

## **Overview**

When an association begins the re-examination of its organizational structure and governance processes, there are a number of elements it may choose to include in the study design. Among those:

### **Key Plan Elements:**

Which elements of the strategic plan specifically call for modification to the governance structures or processes?

### **Key Design Criteria**

What key design criteria should be established, in advance, to serve as a “litmus test” for the final outcomes? By determining at a high level what outcomes are desired, the group can better depoliticize the process and the final recommendation. Such elements might include but not be limited to:

- Simplicity and clarity of response
- Sunset provisions or re-evaluation periods where appropriate
- Flexibility
- Supportive of timely decisions
- Action-oriented
- Clarifying roles between and among entities and staff and volunteers
- Local linkages
- Clear communication linkages
- Resource sensitive

## **Entity Evaluation**

For each major entity examined (such as a Board of Directors, House of Delegates, etc) a series of decisions will need to be made. Those include:

### **Roles And Responsibilities**

- Who is it accountable to?
- What is it accountable for?

- What is its role in governing/policy setting?
- Is it responsible for defining goals to be accomplished or accomplishing those goals?
- How does it gather the information and knowledge it needs to make informed decisions?

### **Size and Composition**

- *How big(number of parts) and what are the elements that comprise it?*
- *What types of representation are important – functional, geographic, segment/special interests?*

### **Meeting Frequency And Focus**

- *How frequently does the entity meet?*
- *What is its charge?*
- *What is a quorum?*
- *Can conference calls or other electronic means be used to conduct business?*
- *What kinds of issues/activities should comprise its agendas?*

### **Terms And Limitations Of Office**

- What are the terms of office?
- What is the maximum length?
- Required interruptions in service?
- Chair's process if any?

### **Qualifications And Experience**

- *What are the criteria/requirements for each position?*
- *Are they the same or are they different for different roles?*

### **Accountability And Resources**

- How will the entity be held accountable?
- To whom will it be accountable?
- What kind of resources will it control/have oversight for?

### **Nomination And Election**

- *How are candidates identified/nominated/elected/appointed?*

### **Membership Enfranchisement and Involvement**

- *In what ways can members provide input to the policy and decision-making processes of the entity?*
- *How can the entity ensure that member needs are recognized and addressed?*
- *How can members actively participate in the work of the entity?*
- *How are members informed about the work of the entity?*

Source: Cygnet Strategy, LLC