Leadership Transition and Strategy

Sarah Jean Kelly ’05
Washington Wellesley Club

Maneesha Patil ’78
Wellesley Club of Houston
Leadership Transition and Strategy
A tale of two cities...

Washington
- Where it all began
- Motivating Factors
- Change
- Transition
- Retreat
- Outcome
- Recommendations
- Resources

Houston
- Challenges
- Reasons for a Strategy Retreat
- Retreat Planning and Agenda
- Outcome
- Recommendations
Washington Wellesley Club
Where it all began...

Washington Wellesley Club

- Size
- Turnover
- Term Limits
- 2012 election resulted in almost entirely new Board
Motivating Factors

- New Board sought information on past practices
- Training varied significantly between positions
COMPETITION
Washington Volleyball Club’s}
Held at Peace Center on April 29, 1967

This competition shall be known as the Washington Volleyball Club.

ARTICLE II. Mission
The Washington Volleyball Club’s mission (the Club) is to promote the sport of volleyball, provide a positive environment for all, and to enhance the lives of those through the game of volleyball.

ARTICLE III. Membership
Sec. 1. MEMBERSHIP. All persons of any age who have been approved for membership by the Executive Committee shall be eligible for membership in the Club.

Sec. 2. DUES. Annual dues shall be charged to all members of the Club.

ARTICLE IV. Officers
Sec. 1. Officers. The Officers of the Club shall be:
(a) President;
(b) Vice President;
(c) Secretary;
(d) Treasurer;
(e) General Manager;
(f) Assistant General Manager;
(g) Assistant Secretary.

Sec. 2. Duties of Officers. The President shall be the chief executive officer of the Club and shall preside at all meetings of the Club and its committees. The Secretary shall keep the minutes of all such meetings, conduct the correspondence of the Club, and perform all duties usual for the office of a Secretary.

Sec. 3. Treasurer. The Treasurer shall have the primary responsibility for the collection and distribution of the Club’s funds, and shall ensure that all disbursements are made in accordance with the bylaws. The Treasurer shall also be responsible for keeping accurate financial records of the Club’s transactions.

Sec. 4. Secretary. The Secretary shall act as the custodian of all official records of the Club, and shall keep a record of all actions taken by the Club.

ARTICLE V. Club Governance
Sec. 1. The Washington Volleyball Club shall be governed by a Board of Directors, consisting of the President, the Vice President, the Secretary, the Treasurer, and three elected Board members.

Sec. 2. The Board of Directors shall meet at least four times per year, and between meetings as necessary for the best interests of the Club.

ARTICLE VI. Bylaws
These bylaws may be amended by a two-thirds vote of the Board of Directors at any regular meeting of the Board.

ARTICLE VII. награды
The annual meeting shall generally be the last regular meeting of the fiscal year.
Change

• Discussions at several Board meetings

• Small group convened to review Club bylaws

• Result was adoption of new bylaws
Washington Wellesley Club Constitution

ARTICLE I. NAME
This organization shall be known as the Washington Wellesley Club (the "Club").

ARTICLE II. MISSION
The Club’s mission is to strengthen Wellesley College (the "College") by connecting alumni to the College and to one another.

ARTICLE III. MEMBERSHIP
Any person upon whom the College has conferred a degree, any former or current student of the College, and any member of the faculty or administration of the College, past or present, is a member of the Club.

Only graduates of the College who are current in their payment of Club dues may vote on Club matters, run for or hold Club office or chair a Club committee (hereafter referred to as “Voting Members”).

ARTICLE IV. BOARD OF DIRECTORS

Section 1. THE BOARD. The Club shall be governed by a Board of Directors (the "Board"). The Board is empowered to act for the Club in all matters and shall act by a majority vote of those Board Officers (the "Officers") present.

Section 2. OFFICERS. The Board shall have nine permanent Officers: President, Treasurer, Secretary, Vice President for Membership, Vice President for Fundraising, Vice President for Admissions, Vice President for Programs, Vice President for Shared Interest Group (SIG) Relations, and Vice President for Media. No more than two Members may hold each office and the offices of President and Treasurer shall each be held by only one Member. The President may choose to nominate, and the Board may choose to elect, at its discretion and by a majority vote of the Permanent Officers, up to three Additional Officers who will serve as Committee Chairs. A description of each Officer position follows:

The President shall be the chief executive officer of the Club and shall preside at all regular Club meetings including the annual meeting. She shall be an ex officio member of all Club committees except the Nominating Committee. The President shall have the authority to establish ad hoc committees and to appoint their chairs.

The Treasurer shall be responsible for the collection and deposit of all funds paid into the Club and for all disbursements therefrom. The Treasurer shall prepare an annual budget review which shall...
Transition

- Implementation of Staggered Terms
- 2014 Election
- Board Retreat
Retreat

- Review of Club mission and history
- Each Board member shared what brought them to the Club and what they enjoy most about it
- Reviewed 5 areas to assess where the Club is and how it can improve
Outcome

- Long Term
- Short Term
- Perspective
Recommendations and Resources

Marisa Shariadoust
Recommendations and Resources

- Sample Club By-laws
- Club Handbook
- Other Club leaders
- ALC
- Us
Wellesley Club of Houston
Challenges

- Board composition and succession planning
- Growing frustration about member participation
- Board meetings did not provide opportunity to discuss issues
Reasons for a Strategic Retreat

- Knowledge transition to the new board
- Team Building
- Take stock of where we were as a club
- Start planning for 75th anniversary
Retreat Planning and Agenda

Considerations in planning a strategic retreat:

- Timing
- Location
- Who to invite
- Who will facilitate
- Agenda topics
Outcome

• A great team-building session that got the new board off to a great start!

• Brainstorming sessions shook up some of our assumptions and existing ideas

• News of upcoming changes by WCAA and also what other clubs were doing
Recommendations

• Find a retreat-like location

• Give special consideration to the participant list

• Do prep work for the meeting
Questions?
Backup Slides
Houston Retreat slides
Alumnae Association Mission Statement
http://new.wellesley.edu/alumnae/about

Furthers the interests of Wellesley College and its alumnae by connecting alumnae to the College and to each other.

Club Mission Statement
http://new.wellesley.edu/alumnae/volunteer/volunteerresources/handbook/roleclubstoc/letter_to_club_presidents

- To nurture alumnae friendships—Wellesley women enjoy one another's company and can be a rich source of support for one another.
- To promote continuing education and intellectual stimulation through Wellesley's commitment to lifelong learning.
- To assist the Office of Admission by identifying qualified high school students and cultivating their interest in Wellesley.
- To participate in a dynamic network of women who bring a wealth of career experience and knowledge to alumnae facing decision points in their professional lives.
- To enhance Wellesley's image through community involvement. To demonstrate in a public way the value of a Wellesley education and to fulfill our motto of service to others.
### Club Demographics - Age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number in that Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 - 29</td>
<td>53</td>
</tr>
<tr>
<td>30 – 39</td>
<td>54</td>
</tr>
<tr>
<td>40 - 49</td>
<td>51</td>
</tr>
<tr>
<td>50 - 59</td>
<td>62</td>
</tr>
<tr>
<td>60 – 69</td>
<td>52</td>
</tr>
<tr>
<td>70 – 79</td>
<td>26</td>
</tr>
<tr>
<td>80 – 89</td>
<td>18</td>
</tr>
<tr>
<td>90 - 93</td>
<td>4</td>
</tr>
<tr>
<td>Age not provided</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>333</strong></td>
</tr>
<tr>
<td>Self-Reported</td>
<td>Count</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>African-American/Black</td>
<td>32</td>
</tr>
<tr>
<td>Asian, Asian-American/Pacific Islander</td>
<td>46</td>
</tr>
<tr>
<td>International Citizen</td>
<td>4</td>
</tr>
<tr>
<td>Latina/Chicana</td>
<td>3</td>
</tr>
<tr>
<td>Latina/Hispanic</td>
<td>6</td>
</tr>
<tr>
<td>Latina/Puerto Rican</td>
<td>1</td>
</tr>
<tr>
<td>Latina/White</td>
<td>1</td>
</tr>
<tr>
<td>Multiracial</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
<tr>
<td>Unknown</td>
<td>7</td>
</tr>
<tr>
<td>Unspecified</td>
<td>40</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>181</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>323</strong></td>
</tr>
<tr>
<td>eblast date</td>
<td>6/11/2014</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
<td>total emails sent</td>
<td>257</td>
</tr>
<tr>
<td>Bouncebacks</td>
<td>2</td>
</tr>
<tr>
<td># of Opens</td>
<td>88 (34.50%)</td>
</tr>
<tr>
<td>Web opens</td>
<td>56 (21.96%)</td>
</tr>
<tr>
<td>Mobile opens</td>
<td>32 (12.54%)</td>
</tr>
</tbody>
</table>

Current number of people with no email address provided: 47
Exercise 1

**Strengths**
- Internal: What does the Club do well?

**Weaknesses**
- Internal: What can the Club do better?

**Challenges**
- External: What can negatively impact the Club?

**Opportunities**
- External: What positive conditions can benefit the Club?

**Steps:**

1. **Step 1:** Each person writes down one idea per post-it note for each category. (20 min)
2. **Step 2:** Breakout into 4 groups
3. **Step 3:** Eliminate duplicate ideas and condense to key points (15 min)
4. **Step 4:** Present key points to whole group (20 min)