



From the Office of the
Worthy Grand Architect
P.O. Box 161237
San Diego, CA 92137

March 4, 2015

Dear Brothers:

This letter is intended as an update to the report sent on December 20, 2013. This report, which the Grand Council was directed to submit on behalf of the 66th national convention is attached as an appendix.

In July of 2014, the Grand Council agreed to continue with the experimental plan as outlined in the previous report with a few minor adjustments, as follows:

- The Grand Lecturer continues to manage and coordinate the duties of the colony director; however the position of colony educator has been eliminated.
- The position of Education Director has been retired.

In addition to these minor changes, beginning July 1, 2015, the Convention Director will report to the Worthy Grand Architect, rather than the Worthy Grand Associate Architect.

Discussion

The appointed convention director should provide the bulk of the work to plan convention. Because it is the responsibility of the WGA to review and sign all contracts on behalf of the fraternity, the WGA has continued to have a high level of involvement in the planning of our national convention. The burden of planning the convention has been an ongoing road block in the WGAA's ability to develop a robust and sustainable alumni program. This change seeks to free the WGAA position from this burden. As the position for Worthy Grand Associate Architect is up for election at this national convention, the Grand Council feels it is important that this change be made public so that any brother who may be considering running for this position be able to make an informed decision.

Serving on the Grand Council

This year, we have two Grand Council offices that are up for re-election. I have been notified by both of these incumbent officers, our WGE and our WGAA, that they will not seek another term. In light of these vacancies, the Grand Council feels it is important to elaborate on what it is like to serve as a GC officer in order to help potential candidates make an informed decision about running for election. Though the National By-Laws set forth a general position description for each office, it does not capture the finer duties, realities, and responsibilities that come with the office.

A Grand Council position is a high-level executive office that requires a significant time commitment. This commitment of time cannot be underemphasized.

First, a Grand Council officer can expect that a certain percentage of his or her vacation time will be used to conduct fraternity business. At a minimum, GC officers are expected to attend convention and GC strategic meetings. Each position has additional travel requirements specific to the office. Anyone considering a position on the GC should discuss these requirements with his or her employer and family.

In addition to travel, additional time is given over to do the work that is required. For the most part, the work can be done on one's own time and after business hours. However, since the fraternity contracts

with businesses, there is an expectation that an officer will be able to occasionally take time out of his or her day to make and receive phone calls, or conduct email correspondence, on the fraternity's behalf.

There may be an occasion where an emergency will arise where an officer will have to tend to important business during the workday. Or, in extreme cases, an officer may need to take a trip to tend to an emergency during the work week.

Other additional sacrifices have been made by the GC on behalf of this fraternity. Though reasonable accommodations are made to allow the officers to maintain their own personal lives, GC officers have been known to attend conference calls while on vacation, re-schedule work-outs or weekend plans to meet with students, and miss important family events to attend GC summer meetings and other events.

It is further expected that each GC officer be financially stable. Though all fraternity expenses are reimbursed per our Reimbursement Policy, reimbursement means that you must first pay for these expenses yourself before submitting for reimbursement. GC officers are expected to have access to their own personal computer, phones, and internet connections.

The Grand Council is intended to function as a team, and as such they are expected to participate and voice opinions on matters concerning other offices. For example, the WGE is largely responsible for tracking the fraternity's finances, however, the WGE is equally responsible to listen to, and opine on, other board members projects, plans and needs. Sometimes this also means giving of one's time to work with and support other officers and appointees toward achieving their goals.

In spite of the sacrifices described above, serving on the GC is ultimately an extremely rewarding experience that allows a brother the ability to shape and grow our beloved fraternity. It affords the ability to shape and grow executive leadership skills, which can then be translated for use in one's chosen career.

We understand that this description may ultimately discourage some brothers from running for office, though it is not our intention. That said, a decision to run for GC office should not be taken lightly. Our intention is to be clear about what can be expected, and ask that anyone considering running be fully aware of the expectations and prepared for what is ahead.

Respectfully submitted on behalf of the Grand Council,



Laura Schmidt
Worthy Grand Architect
Alpha Rho Chi Fraternity

cc: Mara Braspenninx, WGAA
Kristen Argalas, WGS
Emily Bowers, WGE
Gregory Pelley, GA
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Report on the National Fraternity's Organization

Prepared by the Grand Council
Alpha Rho Chi Fraternity

December 20, 2013

Brothers:

The following report is submitted as directed by the 66th National Convention in response to motion 66-01 that states:

The Grand Council shall review the current organization chart and job description of elected and appointed positions and propose any suitable changes that will allow the Grand Council to better serve the Fraternity at the 67th National Convention in Chicago, IL. 90 days prior to the 67th National Convention, the Grand Council shall submit a report with their findings to Alumni Associations and Chapters.

Current Operational Revisions

Immediately following the conclusion of convention business, the Grand Council (GC) held its annual business meeting and began working on the tasks outlined by this motion. During the meeting, we passed a motion to experimentally reorganize the GC for a period of one year, beginning on July 1, 2013. Within our reorganization, the Grand Lecturer (GL) and National Director (ND) positions are elevated from appointees to officers of the Grand Council. The following descriptions provide an overview of high-level changes:

- The GL and ND operate as ex-officio members of the Grand Council.
 - The GL and ND attend all GC meetings. Their attendance is required on GC conference calls and special meetings. Any travel for in-person meetings is included in the national budget as appropriate.
 - As ex-officio members the GL and ND no longer report to the Worthy Grand Architect (WGA) and Worthy Grand Associate Architect (WGAA), respectively. Instead, they accept similar reporting standards of existing GC members.
 - For voting, the GC continues to adhere to the national constitution and by-laws, and as such, the GL and ND do not vote, however, they are consulted for their opinion and perspective and actively participate in pre-vote discussions.
- The duties and responsibilities of the Grand Lecturer are experimentally redefined.
 - The GL manages and coordinates the duties of the Expansion Director and the Colony Director (previously titled Education Director for Colonies). The Colony Director manages and coordinates the duties of the Colony Educators.
 - The GL continues to be responsible for the installation of all new chapters.
- The duties and responsibilities of the National Director remain as currently established.
 - The ND retains oversight of Regional Directors and any intermediate reports that may be established.

During our summer meeting in July 2013, the GC further realigned positional reporting, opted not to refill some positions, and redefined other positions. The Education Director is redefined to support the development of education programs for chapters and alumni, including programming development for programs such as Leadership Conference. The Education Director now reports to the WGA instead of the WGAA.

The position of Development Director was reassigned from reporting to the Worthy Grand Estimator (WGE) to the WGAA. This reflects the importance of maintaining ties to our alumni as both integral to the fraternity's mission but also as key to our development programs. This setup, also positions the Development Director to support the WGAA's efforts to establish partnerships and sponsorships for fraternal activities such as our annual convention and the Alumni Summit.

No Convention Director was appointed for this year. In recent years, when the Convention Director position was filled, a significant portion of the WGAA's time was still dedicated to convention planning. We felt that our current WGAA should best understand the needs of convention so that an accurate position description can be developed and a qualified appointee can be identified and trained, perhaps with responsibilities extending to planning for Leadership Conferences or Alumni Association Summits. Prior to our decision not to appoint, we researched hiring a contractor for professional event planning and to operate convention on behalf of the Grand Council, however, the cost was prohibitive and would have significantly raised registration fees for Convention attendees. Not appointing a volunteer Convention Director appointment did not preclude the WGAA recruiting other volunteers to support the convention; the Grand Council thanks them for their service. When we can truly shift convention planning and logistics responsibilities to the appointed position, the WGAA will have significantly more capacity to focus on alumni support, outreach, and development.

As part of this year's experimental reorganization, the Worthy Grand Scribe (WGS) ceded most oversight of the Expansion programs to the Grand Lecturer. The other duties of the WGS, primarily relating to the fraternity's communications, records and history remained unchanged. A number of positions report to the WGS.

- The Executive Assistant is a contractor who helps administer the APX Bronze Medal program and membership database updates.
- The National Historian helps lead historical and records initiatives.
- The national communications team is comprised of several other positions, including Archi Editor. Most of those positions have been vacant in recent years due to the difficulty in recruiting volunteers with skills and interest to support the publications.
- The National By-laws define other positions, including Associate Archi Editors and Archi Reporters that should be revised or eliminated in a future comprehensive revision of these by-laws. Their duties in the by-laws reflect a division of responsibilities that was largely speculative and not representative of the production of *The Archi* or *Alpha Rho Chi Letter* in the past 20 years.

The WGE and Grand Advisor retain their duties and responsibilities as outlined in the national constitution and by-laws. Neither position supervises any appointees.

The diagrams on the following page illustrate the changes described above.

*Organization FY2013
(July 2012 – June 2013)*



*Organization FY2014
(July 2013 – June 2014)*



Discussion

The philosophy behind our changes is to alleviate much of the burden from the WGAA and the WGS. The duties of overseeing the programs for chapter operations, chapter education, convention, and expansion fell largely to these two officers. In addition, the previous delineation of work was not best distributed to ensure timely success for our volunteer officers.

The National Director has been operating as an ex-officio member of the Grand Council for over a decade, and therefore this experimental change won't have a notable effect on the duties of this officer. Under our change, we've relieved supervisory and chain of communication requirements previously assigned to the WGAA and WGS for chapter operations. In essence, the ND can now do what the position has been unofficially doing for years: communicating and problem solving directly with the necessary officers and appointees.

The changes outlined for the duties of the Grand Lecturer are more significant. The GC found that it was efficient to consolidate new chapter expansion and education efforts under one officer. This approach provides streamlined communication and decision making from first contact with an interested school to chapter installation. In order to improve and streamline our process, the GL, Colony Director, and previous Expansion Director developed over 130 recommendations for changes to the colony process. All of these were reviewed at the GC's summer meeting to establish a new and clearer process to the benefit of colonists and the fraternity. Further, these new processes have centralized responsibilities and reduced much of the burden for education and installation previously spread across the GC. This arrangement has been especially helpful, given the recent rapid expansion of the fraternity in recent years. If expansion slows in the future, it may represent several positions with few responsibilities.

In support of our structural changes, the Grand Council has made a commitment to document the processes, duties, and responsibilities involved with each officer and appointee to assist with future transitions and the sharing of institutional knowledge.

Considerations for Expanding the Grand Council

As our national fraternity grows and supports more programs, it seems inevitable that the executive board will need to expand to effectively oversee this activity. The last such expansion of the Grand Council was in 1983, when the addition of Worthy Grand Associate Architect and Grand Advisor increased the number of members to five. This year's experiment has been a test of how a future Grand Council expansion to seven members may proceed. However, many issues still need to be considered before committing to changes for the next 30 years.

Inherent in increasing the size of the Grand Council is the need for qualified volunteers willing to serve. While some recent elections have been avidly contested, other offices have been elected unopposed or with candidates identified after the opening of the convention. While the national fraternity has made significant gains in the number of volunteers serving in appointed positions over the past decade, many appointed positions have gone vacant due to inability to recruit qualified volunteers. Whereas appointments are for one-year, Grand Council officers are required to commit to a two-year term of office. This may deter possible candidates for many reasons, such as contemplating career or family changes. Therefore, it may prove a challenge to fill the positions on a seven-person board.

As with the Grand Advisor, it may be appropriate for other certain Grand Council positions to be filled by appointment rather than election. However, it is our assertion that the majority of Grand Council should be elected by the Convention, receiving their mandate for policy direction from the assembled chapters and alumni associations rather than a handful of officers.

Looking beyond factors related to this year's experiment, a broader review of the composition of the fraternity's board has come up for discussion. Much of our work up until this point has been focused on our officers and their areas of executive authority. However, through this work we have come to understand that thinking about our governing board is more than a matter of shuffling around our organizational chart. If a large part of GC duties are for policy and oversight, perhaps more of the board should have that as their primary or sole responsibility. We also see potential for opening the door to board members with professional or organizational positions that provide expertise and insight, but not the time to oversee programs directly. Finally, this process has highlighted a potential need to establish powers of the GC to remove or replace an officer during their term.

Findings

As of the date of this report, our experimental plan has been in effect for a little over 5 months. The current assessment is that these changes have been positive, and the Grand Council is committed to continue with this experiment through June 30, 2014, and possibly longer.

At this time, the Grand Council does not intend to submit any motions to the 67th National Convention to amend the national constitution or by-laws to codify these realignments. We do not anticipate proposing any motions until the 68th National Convention, at earliest, if at all. Our reasons for this approach are:

- 5 months is not enough time to fully understand the impact of such significant change to our leadership structure;
- Codifying these changes will require careful review of the extensive amendments needed to update the national constitution and/or by-laws, and we are not prepared to do this at this time; and
- We find it will be crucial to experience how these changes will be maintained after officer transitions take place following the elections in 2014.

The Grand Council appreciates this opportunity to safely and thoughtfully experiment with our elected and appointed positions. We feel that such controlled and documented tests will ultimately help the fraternity make informed decisions about our future structure and operational approach.

Respectfully submitted on behalf of the Grand Council,



Laura Schmidt,
Worthy Grand Architect
Alpha Rho Chi Fraternity

