

WWA Organizational Proposal

Task: “ ... that the Executive Director should press forward with a proposed reorganization of WWA’s organizational structure to make WWA a sustainable and more impactful organization.”
WWA Board Minutes, 2/11/2019

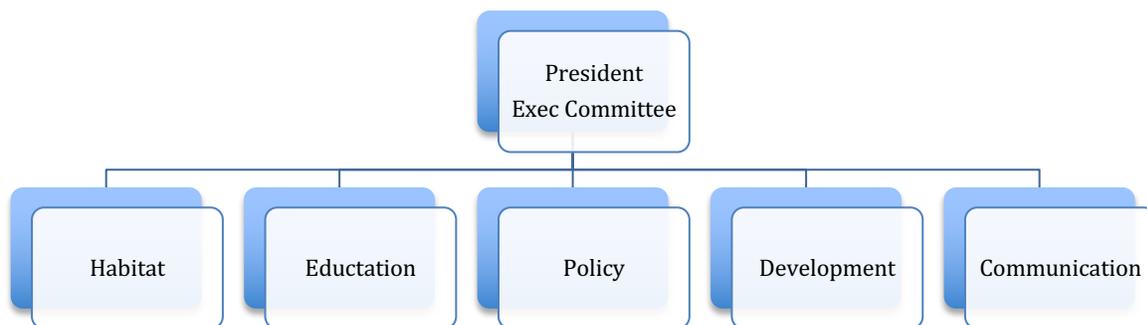
Re-organization “charter”

This charter outlines a top-level perspective in re-structuring the Board of Directors as a means for WWA to have a greater impact in its current mission areas. It is intended to allow each Director to influence this plan for re-structuring, and also to commit to its success.

1. **Goal of the proposed re-structuring:** To focus the energy and talents of individual Directors and support staff more effectively on WWA missions, allowing a greater impact for the benefit of Wisconsin Waterfowlers.
2. **Benefits of reorganizing:** By focusing more energy on each mission and support area:
 - a. Our languishing education mission can be re-energized and expanded.
 - b. Our well-respected but low volume habitat restoration mission can be scaled to meet WI Waterfowler needs.
 - c. Our D-I-Y habitat programs (AWA and Abrams-as-a-model) can be expanded efficiently across the state, providing habitat and member engagement benefits.
 - d. Our Advocacy impact can be multiplied by growing grassroots “voices” across the state.
 - e. Our grassroots fundraising efforts can more efficiently benefit from the best practices of chapters and experienced Directors.
 - f. We will have strong, diverse programs that will be attractive to donors and grantors.
 - g. WWA membership and chapter development can be expanded.
 - h. Our marketing efforts—both internally and externally—can be strengthened.
 - i. We will better focus attention on succession planning and internal process improvement.
 - j. We will sharpen staff attention on these areas, in support of Board efforts.
 - k. We will be able to develop a strategic approach to our organizational efforts.
3. **Assumptions:**
 - a. That WWA can improve its impact by organizing the board along external-focused mission lines and internally-focused support lines
 - b. While Directors of the WWA Corporation are influenced by their prior (or even current) Chapter responsibilities, they are expected to adopt a state-wide perspective in their Board duties. This means Directors should be striving to make WWA successful at a state-level, by:
 - Developing or expanding state-managed initiatives;
 - Improving or initiating state-level support of individual chapters;
 - Replicating chapter best practices across the state, and
 - Seeking to expand the depth and breadth of WWA’s impact in all mission areas across the state.
 - c. Each Director is willing to commit to the organizational and personal challenges of making a reorganization successful, in order to make WWA more impactful for, and relevant to, WI waterfowlers.
 - d. That clarification of Director responsibilities will not necessarily increase expected Director effort in the long term, but there may be some short term, limited-but-acceptable increase in effort by each Director.

4. **Challenges:** There are both a practical and human aspects to any reorg:
 - a. There is a chicken and egg aspect to this effort: we will be designing the new WWA organization even as we begin its implementation. Since we will be starting with a general concept, and not a fully detailed plan, the responsibilities associated with a given position are necessarily incomplete and will likely evolve over time. Success will hinge on open minds and personal flexibility as this organizational structure comes to fruition.
 - b. For WWA, this is even more complicated since there are both new and seasoned Directors, each of whom brings different expectations, a different personal history, and a different “muscle memory” to the Board. Change is tough for everyone and there will be friction where expectations are understandably different.
 - c. Communication is critical in such circumstances but is made more difficult by the volunteer nature of the Board and the geographical separations of the “players”.
 - d. The current chapter structure is primarily geared around fund-raising (with some notable exceptions). A re-structured Board organization may result in some unintended communication confusion with chapters.

5. **Proposal:** That the board adopt an organizational structure with 6 standing committees and several subcommittees or ad hoc committees, as necessary. The committees would be:
 - a. Executive Committee:
 - President + Vice Presidents + Secretary + Treasurer (ED+AD).
 - b. Habitat Committee:
 - Vice President (habitat) + 2 Directors + non-Director volunteers (HRP + ED).
 - c. Education Committee:
 - Vice President (education) + 2 Directors + non-Director volunteers (ED +AD).
 - d. Policy Committee:
 - President (currently) + 1 Director + non-Director volunteers; (ED).
 - e. Development (i.e., Fundraising) Committee:
 - Vice President (Development) + 3 Directors + non-Director volunteers (RD + AD + ED).
 - f. Communications / Membership Committee:
 - Secretary (or VP) + 2 Directors + non-Director Volunteers (AD + ED).



6. **General committee expectations**
 - a. Develop mission-focused goals, and undertake programs to meet those goals
 - b. Implement annual action plans (with budget) to deliver effective programs.
 - c. Establish committee member responsibilities, including sub-committees that may be warranted.
 - d. Identify and bring aboard non-Director volunteers to assist in the state-level development of programs.

- e. Coordinate with local chapters and volunteers to implement programs in a specific geographic area.
- f. Meet as necessary to accomplish above.

7. Specific Committee Descriptions (see Appendix A)

8. Meeting Schedule expectations:

- a. Full Board of Directors to meet at least quarterly.
- b. Exec Committee to meet at least every other month.
- c. Standing Committees meet telephonically at least monthly except on full board months, and as necessary to achieve goals and action plan.
- d. Staff to coordinate meeting logistics and attend meetings.

9. Early Implementation steps:

- a. April 2019
 - Exec Comm: review/modify/approve this charter
 - President:
 - 1. Send out to Directors for comment
 - 2. Solicit, then assign Directors for the various positions
 - ED:
 - 1. Address Director and Staff questions and flesh out committee details
 - 2. Revise this charter / Plan for final approval by BoD
 - 3. Expand Committee responsibilities to include suggested early actions and programs for Committee considerations
- b. May 2019
 - Board of Directors: Adopt re-structuring plan and Director assignments
 - Committees: Begin to meet, review suggested early actions, begin to implement.
 - President: revise Board Meeting calendar for year
- c. November -December 2019
 - Committees: Submit budget input for programmatic areas; Suggest revision to org structure
 - Exec Committee and ED:
 - 1. Consider org structure and committee assignments and contemplate any necessary revisions
 - 2. Compile budget input for 2020 budget and approve programmatic initiatives
 - 3. Develop 2020 WWA action Plan

10. What does “Done” look like?

- a. There is a written organizational document showing WWA structure and responsibilities
- b. Bylaws are amended, if necessary, and structure is described on website.
- c. Each Director is in a role (or roles) in which they can best contribute to WWA’s success.
- d. Staff have clear support responsibilities and effectively interface/support each committee.
- e. Members and partners are aware of WWA structure and can access the most appropriate WWA person for a given issue.
- f. Non-Director volunteers have been effectively brought into the Board Committee Structure
- g. There is a WWA Action Plan for 2020 that includes all committees.

