

February 14, 2017

# SWEET ADELINES INTERNATIONAL

## Regional Governance Pilot Project

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**Regional Governance Task Force**

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Regional Governance Pilot Project

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**International Board of Directors**



- Chair, Regional Convention
  - Chorus Director Liaison
  - Education Staff Specialists
  - Facilities Coordinator
- Education Resource Staff

- Communications Coordinator
  - Financial Coordinator
  - Leadership Development Specialist
  - Marketing Coordinator
  - Regional Bylaws and Rules Chair
  - Regional Secretary
- Administrative Resource Staff

- Alternate Membership Liaison
  - Chartered Chapter Liaison
  - Membership Growth, Retention and Expansion Coordinator
  - Prospective Chapter Coordinator
  - Revitalization Specialist
- Membership Resource Staff

## Roles and Responsibilities

### Regional Governance Pilot Structure

The chart below illustrates the structure of the governance structure proposed for the pilot.

Appointing Authority	Appoints Whom?
International Board of Directors	ILS Moderator and ILS Specialists (currently appointed as RLC Chair and RLC Members)
International Leadership Specialists (RLC)	Regional Executive Directors from RMT and regional member recommendations (Regional Executive Committee)
Regional Executive Directors	Appointments Advisory Committee Regional Resource Staff (ratifies appointments by individual REC members)
Regional Administrative Director	<ul style="list-style-type: none"> <li>• Communications Coordinator</li> <li>• Financial Coordinator</li> <li>• Leadership Development Specialist</li> <li>• Marketing Coordinator</li> <li>• Regional Bylaws and Rules Chair</li> <li>• Regional Secretary</li> </ul>
Regional Education Director	<ul style="list-style-type: none"> <li>• Chair, Regional Convention</li> <li>• Chorus Director Liaison</li> <li>• Facilities Coordinator</li> <li>• Arranger Education Specialist</li> <li>• Faculty Specialist</li> <li>• General Education Specialist</li> <li>• Quartet Education Specialists</li> <li>• YWIH Specialists</li> <li>• Special Project Coordinators as needed</li> <li>• Recommends CC candidates</li> </ul>
Regional Membership Director	<ul style="list-style-type: none"> <li>• Alternate Membership Liaison</li> <li>• Chartered Chapter Liaison</li> <li>• Membership Growth, Retention and Expansion Coordinator</li> <li>• Prospective Chapter Coordinator</li> <li>• Revitalization Specialist</li> </ul>

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## International Positions and Committees

### ***International Leadership Specialists***

<b>Appointed By:</b>	International Board of Directors
<b>Accountable To:</b>	International Board of Directors
<b>Term of Appointment:</b>	Duration of pilot
<b>Reporting To:</b>	International Board of Directors

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#### **1. Composition and Term**

- This Committee is composed of three (3) International Leadership Experts (an expert in each of the areas of Administration, Education and Membership) and an International Leadership Specialists Moderator. All four positions are to be appointed by the incoming International Executive Committee and ratified by the International Board of Directors.
- Staff liaisons are the Director of Education, Membership Specialist, Director of Music Services and Membership and the Chief Operating Officer.
- Appointments are for the duration of the pilot

#### **2. Typical Duties**

- *Long-range strategic planning, leadership growth path, regional governance training guides, ILS position and IBOD candidate recommendations removed for pilot*
- Develops Regional Governance and Leadership education and training programs in conjunction with the Education Direction Committee.
- Monitors regional leadership programs.
- Evaluates Regional and Area Executive Committee appointments (Regional Administrative Director, Regional Education Director, and Regional Membership Director).
- Notifies the Education Direction Committee when, in its opinion, a member should be removed from a Regional or Area Executive Committee.
- Completes evaluation on members of each Regional or Area Executive Committee and provides report to International Board of Directors.
- Provides input for publication in the *Regional Pipe Line Newsletter*.
- Delegates tasks as appropriate
- Submits reports to the Education Direction Committee and International Board of Directors as required.
- Works with Corporate Secretary to coordinate the meetings of the International Leadership Specialists

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International Leadership Specialist

**POSITION TITLE:** International Leadership Specialist  
**APPOINTED BY:** International Board based on recommendations from the International Leadership Specialists  
**TERM OF OFFICE:** (1 year appointment)  
**REPORTING TO:** International Leadership Specialists Moderator  
**POSITION SUMMARY:**

Responsible for the support and development of Regional/ Area Executive Committees and their members, especially but not limited to those in their area of expertise (Administration, Education, Membership) as a member of the International Leadership Specialists governance body

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**RESPONSIBILITIES/DUTIES**

*Leadership ladder and recommendations to the executive committee items removed for pilot*

1. Responsible for strategy for leadership development:
  - Participates in development and delivery of leadership training and development plans and materials
  - Maintains Regional/ Area Executive Committee job description and responsibility documentation
  - Supports Regional/ Area Executive Committee members in leadership development efforts
2. Participates in Regional/ Area Executive Committee appointments:
  - Reviews applications for Regional/ Area Executive Committee
3. Monitors performance of Regional/ Area Executive Committees
  - Participates in development and maintenance of evaluation criteria and process for Regional/ Area Executive Committees and their members
  - Provides support for Regional/ Area Executive Committees and their members to manage identified performance issues
4. Attends and participates in International Leadership Specialist meetings as required.
5. Attends International Leadership Specialist training as required.
6. Maintains comprehensive record.
7. Provides timely response to reporting requests from International Headquarters.
8. Identifies potential candidates for her succession.

**SUPERVISORY:**

- None

**COMMUNICATES WITH:**

- International Leadership Specialists Moderator
- Regional/ Area Officer (in her specialty)

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**RELATIONSHIPS:**

- REC Directors – maintains open communication with director in her specialty. Communicates in an atmosphere of mutual respect and in a timely manner
- International Leadership Specialists in other specialties – works together on International Leadership Specialists governing body
- International Leadership Specialists Moderator – supports reporting and interaction with International Executive Committee and International Board of Directors

**POSITION QUALIFICATIONS:**

**Desired Characteristics**

- Inspirational leadership capability
- A visionary with proven ability to convert complex projects into actionable tasks
- Executive presence: High level of confidentiality, integrity, and ability to address performance issues
- Strong organizational skills
- Ability to manage moderate to high stress in supporting varying personalities and cultures.
- Strong problem-solving and decision making skills and experience
- Strong verbal and written communication skills
- Excellent public speaking and presentation skills
- Ability to attend international education and convention events; travel required

**Desired Experience**

- Prior service on the Regional/ Area Executive Committee(s) or previous regional governance bodies
- Other service at the chapter, regional and/or international level especially related to leadership development
- Relevant work experience related to the responsibilities of this position.

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**International Leadership Specialists Moderator**

**POSITION TITLE:** International Leadership Specialists Moderator  
**APPOINTED BY:** International Board based on recommendations from the International Leadership Specialists  
**TERM OF OFFICE:** (1 year appointment)  
**REPORTING TO:** Education Direction Committee  
**POSITION SUMMARY:**

Oversees the operations of the International Leadership Specialists and liaises with the International Board of Directors on their behalf

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**RESPONSIBILITIES/DUTIES**

*Leadership ladder and recommendations to the executive committee items removed for pilot*

1. Responsible for strategy for leadership development:
  - Oversees development and delivery of leadership training and development plans and materials
  - Communicates training recommendations to the Education Direction Committee
  - Oversees the maintenance of Regional/ Area Executive Committee job description and responsibility documentation
  - Oversees the support of Regional/ Area Executive Committee members in leadership development efforts
2. Participates in Regional/ Area Executive Committee appointments:
  - Manages the annual application process for Regional/ Area Executive Committee members
3. Monitors performance of International Leadership Specialists
  - Oversees development and maintenance of evaluation criteria and process for International Leadership Specialists
  - Oversees and provides support for International Leadership Specialists to manage identified performance issues
4. Prepares agendas for and chairs International Leadership Specialists meetings as required
5. Participates in International Leadership Specialist training as required.
6. Submits reports to International Board of Directors on the activities of the International Leadership Specialists
7. Maintains comprehensive records
8. Provides timely response to reporting requests from International Headquarters
9. Identifies potential candidates for her succession.

**SUPERVISORY:**

- International Leadership Specialists



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**COMMUNICATES WITH:**

- International Leadership Specialists
- International Board of Directors
- Education Direction Committee
- Regional Executive Committees

**RELATIONSHIPS:**

- International Leadership Specialists – oversees the responsibilities of the governance body and mentors and supports each member; evaluates performance
- International Board of Directors – acts as liaison for International Leadership Specialists in communicating their activities and recommendations
- Education Direction Committee – acts as liaison for International Leadership Specialists in communicating plans for leadership training and development
- Regional Executive Committees – Oversees and supports the relationship of International Leadership Specialists to Regional Executive Committees; communicates on behalf of the International Leadership Specialists when appropriate

**POSITION QUALIFICATIONS:**

**Desired Characteristics**

- Inspirational leadership capability; ability to lead leaders
- A visionary with proven ability to convert complex projects into actionable tasks
- Executive presence: High level of confidentiality, integrity, and ability to address performance issues
- Strong organizational skills
- Ability to manage moderate to high stress in supporting varying personalities and cultures.
- Strong problem-solving and decision making skills and experience
- Strong verbal and written communication skills
- Excellent public speaking and presentation skills
- Ability to attend international education and convention events; travel required

**Desired Experience**

- Prior service as an International Leadership Specialist
- Prior service on the Regional/ Area Executive Committee(s) or previous regional governance bodies
- Other service at the chapter, regional and/or international level especially related to leadership development
- Relevant work experience related to the responsibilities of this position.

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## Regional Executive Positions and Committees

### *Regional Executive Committee*

<b>Appointed by:</b>	International Leadership Specialists (instead of IBOD for pilot only)
<b>Accountable to:</b>	International Board of Directors
<b>Term of Appointment:</b>	Pilot duration
<b>Reporting to:</b>	International Leadership Specialists/Regional Leadership Committee

### **Composition and Term of Service**

- The Regional/Area Executive Committee is composed of the three members: Regional Administrative Director, Regional Education Director, and Regional Membership Director.  
NOTE: Term of appointment (rotating schedule) bullet is removed for pilot

### **Typical Duties**

- Adopts annual Regional budget
- Adopts Regional Standing Rules revisions
- Adopts Regional Strategic Plan
- Appoints 5 members to the Regional Appointments Advisory Committee (AAC) and selects the Chair of this Committee. (NOTE: A member of the current Regional/Area Executive Committee will serve as one of the five members of the AAC.)
- Ratifies appointments to Regional Administrative, Education and Membership Staffs
- Develops and manages implementation of Regional Strategic Plan
- Approves regional contracts prepared by the Regional Administrative Director
- Prepares State of the Region (SOR) Report
- Provides support for chorus leadership
- Provides recommendations for REC member positions to the International Leadership Specialists (instead of IBOD for pilot only)

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### *Regional Administrative Director*

<b>Appointed by:</b>	International Leadership Specialists (instead of IBOD for pilot only)
<b>Accountable to:</b>	International Board of Directors
<b>Term of Appointment:</b>	Pilot duration
<b>Reporting to:</b>	International Leadership Specialists/Regional Leadership Committee

#### **POSITION SUMMARY:**

Responsible for the successful leadership and management of the Region under the guidelines of Sweet Adelines International in a manner that supports Sweet Adelines Mission Statement.

Appoints and oversees the activities of Regional Administrative Resource Staff. Serves as the Chair of the Regional/Area Executive Committee

#### **RESPONSIBILITIES/DUTIES**

1. Responsible for overall successful leadership and management of the Region
  - Participates in development and delivery of administrative training plans and materials, especially in support of leadership development
  - Manages and oversees all regional leadership development programs (administrative and musical leaders at chorus and regional levels)
  - Develops and maintains regional job descriptions and responsibility documentation
  - Supports all REC members and committees in regional staff appointments and development efforts
2. Appoints, directs, and oversees the activities of a Regional Administrative Resource Staff to assist in overall Responsibilities:
  - Communications Coordinator
  - Financial Coordinator
  - Leadership Development Specialist
  - Marketing Coordinator
  - Regional Bylaws and Rules Chair
  - Regional Secretary
3. Develops and executes a strategic long range operational plan for the region with her regional staff and ensures that it rolls into the overall regional strategic plan.
4. Coordinates the development of, maintains and oversees the overall Regional Strategic Plan with the other members of the Regional Executive Committee.
5. Plans and facilitates all Regional Administrative Resource Staff meetings.
6. Plans and facilitates all Regional Executive Committee meetings.
7. Develops a proposed annual operational budget for consideration by the Regional/Area Executive Committee.
8. After review and discussion with the Financial Coordinator, signs all contracts for the Region.
9. Maintains comprehensive records including leadership information database, identifies and mentors potential successors, and forwards materials to her successor.
10. Provides timely response to reporting requests from International Headquarters.
11. Attends Regional Executive Committee training as required.
12. Monitors performance of members of the Regional Administrative Resource Staff.

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**SUPERVISORY:**

- Oversees and supervises activities of the Regional Administrative Resource Staff. Performs related functions including appointments/reappointments.
- Acts as Chair and sets the agenda of the regional Area Executive Committee meetings

**COMMUNICATES WITH:**

- International Leadership Specialists/Regional Leadership Committee
- Regional Governance Task Force (for feedback on pilot)
- Regional Education Officer
- Regional Membership Officer
- Regional Administrative Resource Staff
- Chorus Administrative Leaders
- Sweet Adelines International Headquarters Staff

**RELATIONSHIPS:**

- REC Directors – Maintains open communication with other REC members. Communicates in an atmosphere of mutual respect and in a timely manner.
- Regional Administrative Resource Staff – Establishes and maintains open communication with all regional staff members in an atmosphere of mutual respect and in a timely manner
- Chorus Leadership and General Membership – Creates an atmosphere of open communication and mutual respect and responsiveness to challenges and concerns.
- Sweet Adelines International Headquarters Staff – Establishes and maintains open communication with the Chief Operating Officer and Corporate Secretary for information and guidance.
- Other Organizations – Ensures all requirements of local and federal governments are met in areas of financial and legal responsibility.

**POSITION QUALIFICATIONS:**

**Desired Characteristics**

- Inspirational leadership capability
- A visionary with proven ability to convert complex projects into actionable tasks
- Executive presence: High level of confidentiality, integrity and ability to delegate
- Strong organizational skills and ability to support multiple projects with appropriate attention to detail
- Ability to manage moderate to high stress in supporting multiple projects, deadlines and varying personalities and diverse functions
- Strong problem-solving and decision making skills and experience
- Ability to work independently and within groups
- Strong verbal and written communication skills
- Excellent public speaking and presentation skills
- Ability to attend regional education and convention events; travel required

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**Desired Experience**

- Prior service on the Regional/Area Executive Committee
- Prior service as a member of the Regional Administrative Resource Staff
- Other service at the chapter, regional and/or international level, especially related to administration
- Relevant work experience related to the responsibilities of this position

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### ***Appointments Advisory Committee***

<b>Appointed by:</b>	Regional Executive Committee
<b>Accountable to:</b>	Regional Executive Committee
<b>Reports to:</b>	Regional Administrative Director
<b>Term:</b>	One (1) year

#### **Composition and Term of Service:**

- Regional Appointments Advisory Committee (AAC) is composed of (5) members.
- A member of the Regional Executive Committee serves as (1) one of the (5) five members of the AAC
- The Chair is named by the REC
- Each member is appointed (or reappointed) for one (1) year. An individual may serve on this Committee no more than (3) consecutive years.
- Each member of the committee must be a member in good standing of a chapter in good standing with the region, and with the international organization.

#### **Typical Duties:**

- Solicit applications for Regional Director and Resource Staff positions from the regional membership.
- Access the regional database of current and potential leaders.
- Provide recommendations for Regional Director positions to the Regional Executive Committee, for submission to the IBOD (or ILS/RLC)
- Provide recommendations for Resource Staff positions to members of the Regional Executive Committee
- Provide recommendations to the Front Line Directors for their selection of the Director Liaison
- Provide recommendations to the chartered chapters for their selection of the Chartered Chapter Liaison

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## Regional Administrative Resource Staff

### ***Communications Coordinator***

**APPOINTED BY:** Regional Administrative Director  
**ACCOUNTABLE TO:** Regional Administrative Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Receives communications from the International organization and Regional Executive Committee and disperses to the region
- Maintains internal communication channels among the region, chapters, and individual members
- Oversees the design, implementation and maintenance of the regional Web site and database with input from the Marketing Coordinator
- Maintains regional leadership database
- In consultation with the Regional Exec Cm, prepares and submits summary of Annual Regional Report, and other summary reports required, to International Headquarters by established deadline
- Meets with the Administrative Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director as requested
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Working knowledge of technology and the digital world
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; some travel expected

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### ***Finance Coordinator***

**APPOINTED BY:** Regional Administrative Director  
**ACCOUNTABLE TO:** Regional Administrative Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Ensures that all financial resources of the region are accounted for in an effective and efficient manner
- Chairs the regional Finance Committee
- Coordinates the long-range financial plan with input from each of the members of the Regional Executive Committee
- Prepares the annual regional budget for the Exec Committee with input from each Regional Director (and all members of each Resource Staff)
- Manages bank accounts and investments and keeps accurate and current records of all financial transactions
- Receives all funds paid to the region and issues all payments
- Negotiates contracts for equipment and services required by the region
- Consults with Regional Administrative Director on all Regional contracts
- Coordinates projects to raise non-dues income
- Presents a report on the region's financial condition at meetings of the Regional Executive Committee
- Prepares an annual financial statement for submission to the appropriate personnel at International Headquarters.
- Submits accounting records for audit at the close of the fiscal year to a qualified person (or persons) selected by the Regional Executive Committee, or for examination or audit at any time as directed by the Regional Administrative Director
- Files Annual 990 tax form (United States regional) with the Internal Revenue Service by September 15 for the preceding year ending April 30
- Provides advice and training to chapter treasurers and serves as a resource to chapters with financial questions
- Provides financial information necessary to complete applications for corporate gifts/grants; and consults with chapters as requested
- Meets with the Administrative Resource Staff and Regional Executive Committee as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director as requested
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director



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**Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Accounting/bookkeeping skills
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events

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### ***Leadership Development Specialist***

**APPOINTED BY:** Regional Administrative Director  
**ACCOUNTABLE TO:** Regional Administrative Director  
**TERM:** 1 year appointment

**Intent:** The Leadership Development Specialist is responsible for identifying potential leaders and known leaders within chapters and the region. One of the greatest challenges for any organization is finding the right leaders to join and build an effective team. We are constantly looking for leaders at the regional and chapter levels who have the potential to make a difference. Leaders never emerge if they are never given a chance to lead. This position will strive to develop leadership for current and future service in support of the mission of Sweet Adelines International.

This position must have close ties with the Regional Education Director and her Resource Staff so that leadership development training for all Chapter and Regional leaders (known and potential) fit into the overall Education Plan for the region.

The Regional Administrative Director will guide and monitor the work of the Leadership Development Specialist. Creation of education program content will come under the purview of the Regional Education Director, based on the needs assessment work conducted by the Leadership Development Specialist.

#### **Responsibilities:**

- Identifies potential and known leaders within the region and shares these names with the Appointments Advisory Committee.
- Identifies requirements related to leadership development and works with the Regional Education Director to ensure inclusion in the overall education plan.
- Conducts an annual Needs Assessment with Chapter leaders to determine leadership development education, training priorities, and program goals.
- Assists the Regional Education Director and/or Resource Staff in implementing leadership development plans within the regional education plan with oversight by the Regional Administrative Director.
- Manages and maintains regional leadership development programs and monitors development of leaders with oversight by the Regional Administrative Director.

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing assignments from the Long Range Strategic Plan
- Maintaining contact with other regional and international personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director.

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**Position Expectations**

- Strong organizational skills
- Strong written and verbal communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend meetings of the REC, as well as regional events; some travel required.

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### ***Marketing Coordinator***

**APPOINTED BY:** Regional Administrative Director  
**ACCOUNTABLE TO:** Regional Administrative Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Develops and provides marketing and public relations programs that promote regional events, and membership growth and retention
- In conjunction with Finance Coordinator, designs and implements plans to market products that produce non-dues income
- In conjunction with the Membership Director and Resource Staff, plans and implements marketing and public relations programs to increase membership growth and retention
- In conjunction with the Regional Education Director and Education Resource Staff, designs and implements plans to market all regional events
- In conjunction with the Communications Coordinator, works on Web site
- Coordinates regional convention marketing efforts with CRC
- Maintains a database of media contacts
- Writes and distributes press releases and produces media kits
- Invites media to regional events and serves as onsite media contact
- Initiates media opportunities including on-air interviews and feature stories
- Maintains database of advertising contacts
- Designs, negotiates, and buys advertising in local media
- Sells advertisements in regional publications
- Meets with Administrative Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director as requested
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Working knowledge of media, and marketing strategies
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; some travel expected

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### ***Regional Bylaws & Rules Chair***

**APPOINTED BY:** Regional Administrative Director  
**ACCOUNTABLE TO:** Regional Administrative Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Works with Corporate Secretary to maintain Regional Standing Rules in compliance with established International standards
- Updates regional standing rules as amended by the Regional Executive Committee; and distributes changes to all who have copies of the rules
- Reviews Chapter Standing Rules of all chapters in the region every three (3) years on a rotating basis. (Approval based on compliance with *Standard Form Chapter Standing Rules*...allowing for chapter individuality)
- Reviews and approves proposed Prospective Chapter Standing Rules prior to chartering

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director as requested
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong verbal and written communication skills
- Ability to work independently and within groups
- Working knowledge of Roberts' Rules and Sweet Adelines Guidelines for By Laws and Standing Rules
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events

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### ***Regional Secretary***

**APPOINTED BY:** Regional Administrative Director  
**ACCOUNTABLE TO:** Regional Administrative Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Maintains a complete record of regional meetings and activities
- Records and prepares minutes of all meetings of the Regional Executive Committee (REC), including e-meetings
- Distributes copies of minutes to members of the REC, Corporate Secretary at International Headquarters, and others as directed
- Distributes summaries of meetings to the regional website and chapter leaders
- Maintains records of meetings of all Regional Director Resource Staff (may be invited to attend or be sent a summary of decisions/discussion items to include in the regional records)
- Records updates to the Regional Long Range Strategic Plan and maintains regional copy.
- Attends all meetings of the Regional Executive Committee, and meetings of Resource Staff as requested and possible

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations**

- Strong organizational skills
- Strong written and verbal communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend meetings of the REC, as well as regional events; some travel expected

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### *Regional Education Director*

<b>Appointed by:</b>	International Leadership Specialists (instead of IBOD for pilot only)
<b>Accountable to:</b>	International Board of Directors
<b>Term of Appointment:</b>	Pilot duration
<b>Reporting to:</b>	International Leadership Specialists/Regional Leadership Committee

#### **POSITION SUMMARY:**

Oversees development, execution and delivery of regional education and training programs, including the annual regional convention, that support the mission of Sweet Adelines International to advance the musical art form of barbershop harmony through education, competition and performance. Appoints and oversees the activities of Regional Education Resource Staff. Serves as member of the Regional/ Area Executive Committee

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#### **RESPONSIBILITIES/DUTIES**

1. Responsible for delivery of education programs and training in the following areas:
  - General Education (Chartered, Prospective, Revitalizing Choruses and General Membership)
  - Specialty Training (Arranger, Director/Director Certification Program, Faculty, Quartets, YWIH, and other groups as needed)
  - Events and Facilities (Workshops, Seminars, and General Membership Events)
  - Regional Convention (Annual Regional Convention/Competitions)
2. Appoints, directs, and oversees the activities of a Regional Education Resource Staff to assist in overall Responsibilities:
  - Arranger Education Specialist
  - Chair of the Regional Convention
  - Chorus Director Liaison
  - Facilities Coordinator
  - Faculty Specialist
  - General Education Specialist
  - Quartet Education Specialist
  - YWIH Specialist
  - Recommends potential Competition Coordinator candidates for International appointment
  - Appoints Special Project Coordinators as needed
3. Works closely with the RAD to incorporate the plans of the Leadership Development Specialist into the overall plans for Regional Education
4. Develops and executes a strategic long-range education plan for the region with her regional staff and ensures that it rolls into the overall regional strategic plan.
5. Participates in the development of the overall Regional Strategic Plan with the other members of the Regional Executive Committee.
6. In conjunction with the Regional Education Resource Staff, plans, develops, and executes regional education programs and the annual regional convention.
7. Plans and facilitates all Regional Education Resource Staff meetings.
8. Develops Regional Education Resource Staff training that includes teambuilding strategies.

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9. Develops a proposed annual education budget for consideration by the Regional/ Area Executive Committee
10. Maintains comprehensive records, identifies and mentors potential successors, and forwards materials to her successor.
11. Provides timely response to reporting requests from International Headquarters
12. Attends Regional/ Area Executive Committee training as required.
13. Monitors performance of members of the Regional Education Resource Staff

**SUPERVISORY:**

- Oversees and supervises activities of the Regional Education Resource Staff. Performs related functions including appointments/reappointments.

**COMMUNICATES WITH:**

- International Leadership Specialist/Regional Leadership Committee
- Regional Governance Task Force (for feedback on pilot)
- Regional Administrative Director
- Regional Membership Director
- Regional Education Resource Staff
- Chorus Administrative Leaders
- Chorus Directors and Musical Leaders
- Regional Faculty
- Quartets
- Arrangers
- General Membership, including CAL members
- Sweet Adelines International Headquarters Staff

**RELATIONSHIPS:**

- REC Directors – Maintains open communication with other REC members. Communicates in an atmosphere of mutual respect and in a timely manner.
- Works closely with the RAD as they oversee the planning of the Leadership Development Specialist as they oversee the planning of the Leadership Development Specialist
- Education Resource Staff: Establishes and maintains open communication with all regional staff members in an atmosphere of mutual respect and in a timely manner.
- Chorus Leadership and General Membership: Creates an atmosphere of open communication and mutual respect and responsiveness to challenges and concerns.
- Sweet Adelines International Headquarters Staff: Establishes and maintains open communication with the Director of Education as a resource for providing information and guidance.
- Other organizations: Develops and maintains relationships with music and performing organizations, as well as public schools, to advance Young Women in Harmony activities.



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**POSITION QUALIFICATIONS:**

**Desired Characteristics**

- Inspirational leadership capability
- A visionary with proven ability to convert complex projects into actionable tasks
- Executive presence: High level of confidentiality, integrity, and ability to delegate
- Strong organizational skills and ability to support multiple projects with appropriate attention to detail
- Ability to manage moderate to high stress in supporting multiple projects, deadlines, and varying personalities and diverse functions.
- Strong problem-solving and decision making skills and experience
- Ability to work independently and within groups
- Strong verbal and written communication skills
- Excellent public speaking and presentation skills
- Ability to attend regional education and convention events; travel required

**Desired Experience**

- Prior service on the Regional/ Area Executive Committee
- Prior service as a member of the Regional Education Resource Staff
- Other service at the chapter, regional and/or international level especially related to education
- Relevant work experience related to the responsibilities of this position.

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## Regional Education Resource Staff

### ***Chair of the Regional Convention (CRC)***

**APPOINTED BY:** Regional Education Director  
**ACCOUNTABLE TO:** Regional Education Director  
**TERM:** 1 year appointment

**Responsibilities:** *see Guidelines for Regional Conventions (B-8) for specifics*

- General Chair of the Regional Convention
- Chair of the Convention Steering Committee (CRC, CC, OPL, Facilities Coordinator,) Regional Education Director may be included as appropriate
- Coordinate with required personnel to be certain all details of the Convention are covered
- Communicate with the CC and Official Panel Liaison (OPL)
- Communicate with Championship Chorus Liaison
- Formulate and submit Competition Budget to Regional Education Director
- *Use the Guide for Regional Conventions* to determine specific needs for holding a successful Regional Convention.
- Meet with Regional Convention Steering Committee and Convention Staff as needed
- Complete Convention/Competition reports required for International

**Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the Regional Education Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

### **POSITION EXPECTATIONS**

- Strong organization, administrative and leadership skills.
- Thorough understanding of regional and international policies and procedures, especially in the area of regional convention/competition.
- Excellent communication and interpersonal skills with people at all levels.
- Ability to make decisions, as well as delegate responsibility and authority.
- Ability to manage stress in meeting deadlines and working with varying personalities

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### ***Chorus Director Liaison***

**RECOMMENDED BY:** Regional Front-Line Directors  
**ACCOUNTABLE TO:** Regional Education Director (RED)  
**TERM:** 1 year

**Intent:** This is the Resource Staff Specialist position that is recommended to the Regional Education Director by the front-line directors of the regional choruses by a process to be defined by the region, and that recommendation may come from a front-line chorus director vote or other recommendation process. The RED makes the appointment on an annual basis. The Chorus Director Liaison communicates educational needs and goals of front-line chorus directors, assistant directors and associate directors within the region with the Regional Education Director and Education Resource Staff.

#### **Responsibilities:**

- Facilitate communication among the Chorus Directors in the region
- Create networking opportunities among chorus directors
- Communicate educational needs of the directing community (directors, assistant and associate directors) within the region to the Regional Education Director
- Mentor chorus directors as needed
- Facilitate DCP Training opportunities
- Monitor DCP participant testing and advancements
- Meet with the Regional Education Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong interpersonal skills
- Ability to work independently and within groups
- Strong verbal and written communication skills
- Some travel expected

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### ***Education Staff Specialist(s)***

**APPOINTED BY:** Regional Education Director  
**ACCOUNTABLE TO:** Regional Education Director  
**TERM:** 1 year appointment

**INTENT:** These specialized educational areas are considered part of the overarching education and training necessary for a successful regional education program. Each Specialist is responsible for the development, execution, and delivery of regional educational and training programs and activities within her specialized area that meet the overall goals determined by the Regional Education Director and Education Resource Staff. The Specialist serves as a member of the Education Resource Staff.

These specialized educational areas may be combined or split into as many individuals as works best for the Regional Education Director and her Resource Staff. The Specialists may have one or more of the various 'publics' as their primary focus. As the Regional Education Director and Education Resource Staff meet together, the overall necessary educational components and Resource Staff designations will become clear dependent on Regional needs. Having several Specialists is the ideal. All will provide input and/or meet with Regional Education Resource Staff as requested by the Regional Education Director.

#### **Responsibilities:**

Education Resource Staff Specialists are identified as follows:

- Arranger Education Specialist (includes regional arranger programs and developing multi-level arranger skills)
- Chorus Director Liaison (see separate position description)
- Faculty Specialist (includes facilitating and tracking international funded faculty, music, and membership to chartered chapters)
- General Education Specialist (includes general membership curriculum at regional education events, as well as specialized training events, and attendee surveys following educational events.
- Quartet Education Specialist (includes serving as a CAL Quartet Liaison that facilitates quality control and education issues).
- YWIH Specialist (includes YWIH program development and training, and may include opportunities for quartet/chorus performance and/or competitions; also serves as the Regional YWIH Coordinator to the international organization.

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the Regional Education Director
- Contributing to, and implementing her assignments from the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

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**Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Some experience working with educational needs of our members
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events, some travel expected

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### ***Facilities Coordinator***

**APPOINTED BY:** Regional Education Director  
**ACCOUNTABLE TO:** Regional Education Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Facilitates the securing of appropriate venues for regional programs and events, including site inspections and negotiation of contracts
- Coordinates on-site arrangements for all regional meetings and events, including regional competitions
- Coordinates with other education and administrative staff when contracting event space
- Oversees registrations for all regional events
- Specific duties related to Regional Convention are outlined in the *Guidelines for Regional Convention (B-4)*
- Works with the Convention Steering Committee [Competition Coordinator (CC), Official Panel Liaison (OPL), and Chair of the Regional Convention (CRC)], to coordinate details related to the Regional Convention and Competition
- Appoints additional staff as needed
- Meets with members of the Education Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Strong negotiation skills
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; travel expected

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### *Regional Membership Director*

<b>Appointed by:</b>	International Leadership Specialists (instead of IBOD for pilot only)
<b>Accountable to:</b>	International Board of Directors
<b>Term of Appointment:</b>	Pilot duration
<b>Reporting to:</b>	International Leadership Specialists/Regional Leadership Committee

#### **POSITION SUMMARY:**

Oversees membership program for entire region, its choruses, its prospects, its growth and retention. Appoints and oversees the activities of the Regional Membership Resource Staff. Serves as a member of the Regional/Area Executive Committee

#### **RESPONSIBILITIES/DUTIES**

1. Responsible for delivery of membership programs in the following areas:
  - Member Programs:
    - Membership growth
    - Membership retention
    - At-Large member connections
    - Alternate member connections (Associate, Dual, Youth, Lifetime)
    - Incentive Programs (Member recognition, attendance, longevity, etc.)
  - Chorus Assistance:
    - Overarching assessment
    - Rehearsal strategies
    - Conflict management
  - Prospective Chorus Programs (e.g. Cold Starts, Steps Program)
  - Revitalization/Dissolution Processes
  - Membership database
2. Appoints, directs and oversees the activities of a Regional Membership Resource Staff to assist in overall Responsibilities:
  - Membership Growth, Retention and Expansion Coordinator
  - Revitalization Specialist
  - Prospective Chapter Coordinator
  - Chartered Chapter Liaison
  - Alternate Membership Liaison
3. Develops and executes a strategic long range membership plan with her regional staff to ensure that it rolls into the overall regional strategic plan.
4. Participates in the development of the overall Regional Strategic Plan with the other members of the Regional/Area Executive Committee.
5. Plans and facilitates all Regional Membership Resource Staff meetings.
6. Applies team building strategies to the Regional Membership Resource Staff.
7. Develops a proposed annual membership budget for consideration by the Regional/Area Executive Committee.

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8. Maintains comprehensive records, identifies and mentors potential successors, and forwards materials to her successor.
9. Provides timely response to reporting requests from International Headquarters.
10. Attends Regional/Area Executive Committee training as required.
11. Monitors performance of members of the Regional Membership Resource Staff.

**SUPERVISORY:**

- Oversees and supervises activities of the Regional Membership Resource Staff.
- Performs related functions including appointments/reappointments.

**COMMUNICATES WITH:**

- International Leadership Specialist/Regional Leadership Committee
- Regional Governance Task Force (for feedback on pilot)
- Regional Administrative Officer
- Regional Education Officer
- Regional Membership Resource Staff
- Chapter Leadership
- General Membership
- Sweet Adelines International Headquarters Staff

**RELATIONSHIPS:**

- REC Officers – Maintains open communication with other REC members. Communicates in an atmosphere of mutual respect and in a timely manner.
- Regional Membership Resource Staff – Establishes and maintains open communication with all regional staff members in an atmosphere of mutual respect and in a timely manner.
- Chapter Leadership and General Membership – Creates an atmosphere of open communication and mutual respect and responsiveness to challenges and concerns.
- Sweet Adelines International Headquarters Staff – Establishes and maintains open communication with the Director of Music Services and Membership as a resource for providing information and guidance.

**POSITION QUALIFICATIONS:**

**Desired Characteristics**

- Inspirational leadership capability
- A visionary with proven ability to convert complex projects into actionable tasks
- Executive presence: High level of confidentiality, integrity and ability to delegate
- Strong organization skills and ability to support multiple projects with appropriate attention to detail
- Ability to manage moderate to high stress in supporting multiple projects, deadlines, and varying personalities and diverse functions
- Strong problem solving and decision making skills and experience



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- Ability to work independently and within groups
- Strong verbal and written communication skills
- Excellent public speaking and presentation skills
- Ability to attend regional education and convention events; travel required

**Desired Experience**

- Prior service on the Regional/Area Executive Committee
- Prior service as a member of the Regional Membership Resource Staff
- Other service at the chapter, regional and/or international level, especially related to membership
- Relevant work experience related to the responsibilities of this position

## Regional Membership Resource Staff

### ***Alternate Membership Liaison***

**APPOINTED BY:** Regional Membership Director  
**ACCOUNTABLE TO:** Regional Membership Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Support at-large members (Chapter- at-Large or Member-at-Large)
- Consult with chapters when questions arise concerning CAL and MAL options
- Consult with chapters and individuals about alternate membership options: Associate, Dual, Lifetime, Patron, Youth
- Provide resources for the above mentioned options.
- Attend meetings of the Membership Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong organizational skills
- Strong verbal and written communications skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; some travel expected

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### ***Chartered Chapter Liaison***

**APPOINTED BY:** Regional Membership Director (RMD)  
**ACCOUNTABLE TO:** Regional Membership Director  
**TERM:** 1 year appointment

**INTENT:** This is the Resource Staff position that is recommended to the Regional Membership Director by the membership of the region by a process to be defined by the region, and that recommendation may come from a membership vote or other recommendation process. The RMD makes the appointment on an annual basis. Part of the Responsibility of this member of the Resource Staff is to be the 'voice' of the membership.

#### **Responsibilities:**

- Represents the interests of chapter management and membership on the Regional Membership Staff
- Provides and facilitates a networking group or forum for chapter administrative leaders at regional events
- Communicates regularly with chapter administrative leaders, and brings concerns and needs to the Regional Membership Director and Resource Staff
- Designs and shares Growth and Retention Incentive programs with the chapter leaders in her region (Recognition, Longevity, Attendance, etc.)
- Shares international Growth and Retention Incentive programs with the chapter administrative leaders in her region
- Brings the educational needs of Chapter Administrative leaders to the Regional Education Director, or her designee, for inclusion in regional educational programming
- Visits/Maintains contact with chartered chapters to promote membership growth and retention
- Instills in the members of her region an awareness of their relationship to the international organization, to the region, and to other choruses
- Attends meetings of the Membership Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills

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- Some experience in Chapter Leadership
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; travel expected

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### ***Membership Growth, Retention & Expansion Coordinator***

**APPOINTED BY:** Regional Membership Director  
**ACCOUNTABLE TO:** Regional Membership Director  
**TERM:** 1 year appointment

**INTENT:**

This member of the Membership Resource Staff is meant to be someone who has experience and a working knowledge of membership growth and retention programs that can be used successfully in chapters of any size. Working together with the Membership Resource Staff, she also is able to design and implement 'Cold Start' plans to plant Prospective Chapters in geographic areas that can support a chorus where there currently is none.

**Responsibilities:**

- Plans and implements programs in the area of membership growth and retention in Chartered Chapters
- Assists chapters in revitalization with growth and retention programs
- Coordinates plans for membership growth and retention programs with the Marketing Coordinator
- Works with the Education Staff to include programming in membership growth and retention
- Responds to chapter requests for assistance in this area
- Design and implement Cold Start Chapters of Sweet Adelines (need and viability directed by the Regional Membership Director)
- Meets with the Membership Resource Staff as requested

**Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

**Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Working knowledge of Membership Growth and Retention Programs that have proven to be successful
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; travel expected

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### ***Prospective Chapter Coordinator***

**APPOINTED BY:** Regional Membership Director  
**ACCOUNTABLE TO:** Regional Membership Director  
**TERM:** 1 year appointment

**NOTE:** this member of the Resource Staff is the point person for Prospective Chapters throughout chartering process.

#### **Responsibilities:**

- Responds to inquiries about organizing a Prospective Chapter of Sweet Adelines
- Guides prospective chapters through the *Steps Toward Chartering* program
- Tracks both music and membership visits from regional personnel during the *Steps Toward Chartering process*
- Assigns Mentors to guide Prospective Chapters and their leadership through the *Steps Toward Chartering*
- Maintains records of Inactive Prospective chapters
- Attends meetings of the Membership Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Thorough knowledge of the *Steps Toward Chartering*
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; travel expected

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### ***Revitalization Specialist***

**APPOINTED BY:** Regional Membership Director  
**ACCOUNTABLE TO:** Regional Membership Director  
**TERM:** 1 year appointment

#### **Responsibilities:**

- Delivers assessment tools to chapters in danger of losing their charters due to loss of membership/declining numbers
- Helps chapters make a decision whether to enter Revitalization or to dissolve
- Develops a plan, in conjunction with the Regional Education Team, to teach chapters in revitalization ways to attract new members and retain existing ones
- Meets with the Membership Resource Staff as requested

#### **Each Resource Staff member is responsible for:**

- Maintaining comprehensive records and forwarding materials to her successor
- Training her successor
- Providing budget information to the appropriate Regional Director
- Contributing to, and implementing her assignments from, the Long Range Strategic Plan
- Maintaining contact with other regional and International personnel as appropriate
- Appointing additional staff to assist with the implementation of responsibilities, after consulting with the appropriate Regional Director

#### **Position Expectations:**

- Strong organizational skills
- Strong verbal and written communication skills
- Ability to work independently and within groups
- Problem-solving and decision making skills
- Working knowledge of Revitalization process
- Ability to manage moderate stress in meeting deadlines and working with varying personalities
- Ability to attend regional events; some travel expected