

**SIGMA TAU DELTA  
INTERNATIONAL ENGLISH HONOR SOCIETY**

**STRATEGIC PLAN DRAFT, SUMMER 2016  
2016-2023**

**Draft Version #3**

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**STRATEGIC PLANNING TIMELINE:**

Board Request to Revise/Update Strategic Plan:	Spring Board Meeting 2015
Data Collection & Distribution:	Summer 2015 (online)
Strategic Planning Board Retreat:	Fall 2015
Board Discussions of Draft:	Spring Board Meeting 2016
Revisions of Draft:	Spring/Early Summer 2016 (online)
Final Draft to Committees:	Summer 2016 (Electronic Copies to Committee Chairs by July 15 or earlier)
Committee Discussion/Feedback:	August 15, 2016
Strategic Plan, Final Revisions & Vote:	Fall Board Meeting 2016

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## **CURRENT MISSION STATEMENT**

Sigma Tau Delta, International English Honor Society, was founded in 1924 at Dakota Wesleyan University. The Society strives to

- Confer distinction for high achievement in English language and literature in undergraduate, graduate, and professional studies;
- Provide, through its local chapters, cultural stimulation on college campuses and promote interest in literature and the English language in surrounding communities;
- Foster all aspects of the discipline of English, including literature, language, and writing;
- Promote exemplary character and good fellowship among its members;
- Exhibit high standards of academic excellence; and
- Serve society by fostering literacy.

## **CONSTITUTION**

(See Appendix A as separate email attachment)

## **CURRENT VISION STATEMENT**

None Available

## **STRATEGIC PLAN AREA #1: INTEGRATION OF MISSION, VISION, GOALS, SOCIETAL DOCUMENTS**

### **Goal 1A:**

To synthesize and revise the drafts of the Society's Mission and Vision statements to more closely express the agreed upon Mission and Vision.

#### **Objective(s):**

- By Fall 2016, evaluate terminology used in our mission/vision statements so that words such as "fostering in local communities," "encouraging exemplary character," and "leadership" have specific actions associated with them.
- Starting with the Mission & Vision statement drafts provided by the Strategic Planning Committee, craft single final Mission & Vision statements to be shared with the Board over Fall 2016 and voted on at the Spring 2017 Board meeting(s). See Appendix B.

### **Goal 1B:**

To update the Society's Constitution in language and descriptions in order to fit with revised Mission and Vision statements and to fit with current Society usage and terminology.

#### **Objective(s):**

- Following Board approval of the Mission and Vision statements at Spring 2017 Board meeting, the approved Mission shall be sent to the chapters for a vote for inclusion in the Constitution.
- By the Spring 2018 Board meeting, make editorial updates to the language of the Constitution to be shared and voted on by the Board.

### **Goal 1C:**

To revise the Society's Bylaws to be more comprehensive and accurate.

#### **Objective(s):**

- By December 2016, review current STD documents to see where and how materials might be adapted for diverse student populations.
- By December 2016, examine studies of student populations based on age, full/part-time degree programs, commuter/ non-commuter status, on-campus/virtual degree programs.
- By December 2016, determine if other honor societies have compiled similar information.
- With goal of a Board vote at the Spring 2017 Board meetings, write membership category descriptions for the Bylaws.
- With voting at the Spring 2017 Board meeting, add to the Society's Bylaws information on the following currently missing or incomplete topics:
  - Procedures for voting electronically for those constitutional actions requiring voting;
  - Procedures for replacing a Student Advisor in the event of a vacancy;
  - Description of Alumni Representative powers, duties, selection, removal and replacement.

**Goal 1D:** To collect and update all of the policy and procedures statements of the Society and of its various committees and units (See Appendix D).

**Objective(s):**

- By Spring 2017, a task force will review committee minutes and handbooks and other documents for policy statements and procedures not currently listed on the Society’s “Policies and Procedures” Board webpage, and those documents will be listed on that webpage.
  
- By Fall of 2017, all of the policy and procedure documents collected will be reviewed, and then each placed in one of three groups:
  - Outdated, obsolete, no longer of use;
  - Current, useful, no change needed;
  - Useful, but needing revision.

**Goal 1E:**

To review the Society’s constitution and strategic plan on a 5-7 year rotation.

**Objective(s):**

- By Fall 2021, establish an ad-hoc committee to facilitate the review and potential revision of the constitution and strategic plan.

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## **STRATEGIC PLAN AREA #2: REGION, BOARD, COMMITTEE STRUCTURE**

**Goal 2A:** To establish the appropriate organizational placement for virtual and international chapters.

**Objective(s):**

- By Summer 2017, establish a task force to oversee procedures, policies, and management related to virtual and international chapters.
- By Fall 2017, discuss the benefits and drawbacks of the current procedure by which international chapters are counted as chapters of the region geographically closest to them.
- By Fall 2017, discuss the benefits and drawbacks of the current procedure by which virtual chapters are counted as being chapters of the region in which the brick and mortar school is located.
- By Spring 2018, identify and confirm the procedures for the organizational placement of virtual and international chapters to create a stronger sense of unity and identity.

**Goal 2B:** To discuss, reconsider, and clarify the roles and responsibilities of the executive board membership.

**Objective(s):**

- By Spring of 2017, create a detailed list of measurable duties and/or responsibilities of the existing positions.
- By Spring of 2017, create a detailed list of measurable duties and/or responsibilities that are currently unassigned on the Board or that could be reassigned from other positions.
- By Fall of 2017, consider the information gathered in previous two objectives and choose one of the following: (1) Maintaining, (2) modifying, (3) adding/removing duties/responsibilities/positions within the executive board membership, with a potential vote on amended language for the constitution by Spring 2018.

**Goal 2C:** To reduce division and increase equanimity on the Executive Committee.

**Objective(s):**

- Starting with Spring 2017, discuss/reconsider the existing structure and voting privileges of the Executive Committee membership, and dependent on the outcome, amend the Constitution or the Bylaws by Spring 2018 to reflect potential changes.

**Goal 2D:** To reduce numbers of committees on the Board of Directors.

**Objective(s):**

- By Spring 2017, discuss whether the Strategic Planning Committee and/or other committees should be standing committees or whether any committee could be an ad hoc committee or short term task force.

**Goal 2E:** To increase the effectiveness and efficiency of the committees on the Board of Directors.

**Objective(s):**

- Beginning immediately, encourage committee chairs to communicate regularly with committee members.
- Beginning immediately, committee chairs should notify the President and the Central Office of any committee members who do not respond to the chair so the President can remove those members from the committee roster.

**Goal 2F:** To schedule committee and board meetings to allow for longer breaks, open conferencing, and at least a 10-hour break overnight between meetings.

**Objective(s):**

- By Fall 2016, revise the meeting schedule for increased flexibility.
- From Spring 2017, discuss benefits and challenges of beginning and ending board committee meetings earlier.

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**STRATEGIC PLAN AREA #3:  
CENTRAL OFFICE STAFF COMPOSITION & EXECUTIVE DIRECTOR  
SUCCESSION**

**Goal 3A:** To handle efficiently and effectively the business of the Society, including, but not limited to the following: chapter development, meeting and event arrangements, social media, communication with and among members, convention program booklets, Society website maintenance, finances.

See appendices E, F, G

**Objective(s):**

- By Spring 2017, revise new central office positions and descriptions to accurately reflect needs of the Central Office and Society as a whole.
- By Spring 2017, discuss and vote upon position requirements of a new Executive Director (upon succession).
- By Fall 2017, reassess and write out the duties of each of the staff members of the CO, and inform board members of the duties of each Central Office Staff member.

**Goal 3B:** To prepare for a smooth transition from the existing Executive Director to a new Executive Director in the event of either a planned or an unexpected departure of the ED.

**Objective(s):**

- By the Spring 2017, evaluate and revise the existing succession plan to provide for an orderly transition from Sigma Tau Delta of the Executive Director.

**Goal 3C:** To review the Central Office positions and structure every 3-5 years to ensure the needs of the Society are met.

**Objective(s):**

- By Fall 2021, establish an ad-hoc committee or task force to facilitate the review and potential revision of the Central Office positions and structure.

**STRATEGIC PLAN AREA #4:  
CURRENT & FUTURE TECHNOLOGY USAGE & NEEDS**

**Goal 4A:** To allow members the ability to update their own information, to network, and to coordinate with colleagues from other chapters using the Sigma Tau Delta databases.

**Objective(s):**

- By Summer 2017, establish a task force to review, assess, and make recommendations about the societal website and social media.
- By Spring 2019, integrate current databases such as WriteAway!, EBMS, and AwardSpring, or migrate to a new comprehensive system.

**Goal 4B:** To rebuild our Internet presence from the ground up, one that reflects modern trends and abilities of tablets, cell phones, and computers and into which our current information could be transferred easily.

**Objective(s):**

- By Convention 2017, establish a mobile app that allows students and sponsors to use basic elements of the website, as well as Convention and Scholarship capabilities, free to members and up and running.
- By Spring 2018, establish efficient and sustainable means for online shopping, registration, etc. for diverse populations.
- By Spring 2020, migrate to a new societal website.

**Goal 4C:** Create a video-based, virtual library of readings by and interviews with literary figures, much like TED talks function, housed at <http://english.org/sigmatd/> and with the goal of providing speaker experiences to high schools or universities with limited means or with diverse programs unable to bring in speakers for each area of specialization.

**Objective(s):**

- By convention 2017, investigate modifying contracts with speakers, guaranteeing that their performances at conventions can be shared in this library.
- By Summer 2018, pay modest fees to up-and-coming writers, editors, and scholars to participate in the speaker series.
- By Spring 2019, offer free use of the recordings for any school with a SKD, STD, or NEHS chapter; charge a modest fee for other schools or organizations to use the virtual library.
- By Spring 2019, create one annual recording for an author who is both distinguished and aging, whose health or other circumstances might not allow travel to conventions and whose comments might be of particular interest to the discipline.
- By Spring 2020, use the virtual library as a means for exposing our members to international writers who would be cost prohibitive to invite to conventions but who could arrange to meet local videographers.

**STRATEGIC PLAN AREA #5:  
ADVOCACY, ADVERTISING, MARKETING, MERCHANDISING**

**Goal 5A:** To update current merchandising, with new items available each fall and with designs that reflect current trends in fashion and that encourage multiple purchases from individual members.

**Objective(s):**

- By Fall 2016, create a task force to evaluate and provide recommendations on current merchandise and other potential revenue streams.
- By Spring 2017, add post-convention survey question about ideas for desirable merchandise.
- By Fall 2017, feature an annual student design voted on and for sale in the organization's online store.
- By Spring 2018, create a sale section for clearance of older designs.
- By Spring 2019, create a bi-annual review and assessment of societal merchandizing.
- By Spring 2020, increase merchandising revenue by 25% or more.

**Goal 5B:** To provide simple, powerful materials that chapters can use on their campuses to promote the discipline of English as a whole.

**Objective(s):**

- By Spring 2017, create a wiki, or other online sharing platform, of shared articles and ideas for promoting English and with occasional feature ideas pulled out and shared through email blasts.
- By Summer 2017, establish a task force to review advocacy efforts of similar organizations.
- By Fall 2017, host design competitions among chapters, with winning designs highlighted and then shared as high-quality PDFs with all chapters.
- By Spring 2018, design workshops for conventions to teach sponsors and members how to promote the discipline at local and state levels.
- By Spring 2020, review, assess, and update informational materials.

**Goal 5C:** To acquire sufficient advertising and sponsors each year to cover the costs of the convention program and at least one speaker.

**Objective(s):**

- By Spring 2017, establish letters of inquiry and a list of potential advertisers and sponsors for the annual convention.
- By Spring 2018, fully fund the convention program and some convention costs with advertising dollars, sponsorship, and merchandise.
- By Spring 2020, fully fund the convention program and 50% of convention costs with advertising dollars, sponsorship, and merchandise.

**Goal 5D:** To establish the credibility of the board and committees and grow interest in leadership positions in the Society.

**Objective(s):**

- By Fall 2016, create a webpage dedicated to the expertise of the board members (faculty, staff, students) with pictures and brief biographies.
- By Spring 2017, create a mentoring program to facilitate interest in board and committee leadership opportunities for voting and non-voting participants.
- By Spring 2019, review and assess the effectiveness of leadership growth in the society.

**STRATEGIC PLAN AREA #6:  
SOCIETAL COMMUNICATION, EDITING, PUBLICATIONS**

**Goal 6A:** To expand our current publications, with minimal cost.

**Objective(s):**

- By Spring 2017, publish special issues once a year (six months after the hardcopy issues come out) that only appear online
  - Invite ‘guest’ writers of some fame to write on a particular theme;
  - Have a famous guest editor of an online issue.
- By Spring 2017, create and offer an annual rotation of professional development opportunities (workshops, expert panels, professional certificates) for faculty sponsors at the annual convention.
- By Spring 2018, create and offer an annual rotation of professional development webinars for faculty sponsors and practitioners.
- By Spring 2018, create and launch a journal (possibly digital) dedicated to collaborative research between faculty, students, alumni.
- By Spring 2020, review and assess the effectiveness and efficiency of current publications.

**Goal 6B:** To create a social media posting and sustainability plan for each social media platform and each societal audience.

**Objective(s):**

- By Fall 2016, create a list of current and proposed social mediums of communication for each societal audience.
- By Fall 2016, analyze the web analytics of the social mediums being used by the society.
- By Spring 2017, develop a social media posting and sustainability plan for each area discussed the previous objective (with specifics about content, quality, original content and reposting, frequency, contributors, etc.).
- From Fall 2017-Spring 2018, implement the new social media posting and sustainability plan.
- By Spring 2020, analyze and compare the web analytics of the social mediums being

- used by the society in 2016 to the social mediums being used in 2020.
- By 2021, increase web traffic across various platforms by 25% or more.

**Goal 6C:** To review and assess the effectiveness and efficiency of societal publications on a 5-7 year rotation.

**Objective(s):**

- By Fall 2021, establish an ad-hoc committee to facilitate the review and potential revision societal publications.

**STRATEGIC PLANNING AREA #7:**

**CONVENTION, REVENUE & EXPENSE STREAMS, FISCAL RESPONSIBILITY**

**Goal 6A:** To offer more Convention career development workshops with emphasis on variety of careers open to English and related majors in 21<sup>st</sup> century.

**Objective(s):**

- By Spring 2017, identify alumni willing to participate by speaking or doing workshops on career paths.
- By Spring 2018, explore possibility of having employers do presentation on workplace skills needed.
- By Spring 2018, add panels on graduate or professional school programs in English and programs outside of English.
- By Spring 2020, add professional development options to the convention via non-credit certificates, career development displays, or other means.

**Goal 6B:** To research conference activities for undergraduate and graduate students at other similar organizations.

**Objective(s):**

- By Spring 2017, research role of alumni in similar organizations and foundations.
- By Summer 2017, establish a task force to investigate conference activities for undergraduate and graduate students at other similar organizations.
- From Spring 2018-Spring 2020, pilot one new activity at each convention.

**Goal 6C:** To explore additional models for Common Reader.

**Objective(s)(s):**

- By Fall 2017, explore additional approaches to Common Reader—discuss purpose and focus at 2016 board meetings.
- By Spring 2018, add post-convention survey question about “Take Two” approach to overlapping Common Readers.
- From Spring 2018-Spring 2020, pilot one new approach to the common reader at each convention.

**Goal 6D:** To create a structured timeline of tasks, roles and responsibilities for convention chairs.

**Objective(s):**

- By Spring 2017, draft a structured timeline of tasks, roles and responsibilities for convention chairs.
- By Summer 2017, publish and implement a structured timeline of tasks, roles and responsibilities for convention chairs.
- By Spring 2020, review and assess the effectiveness and efficiency of the timeline.

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**STRATEGIC PLANNING AREA #8:  
AWARDS, GRANTS, SCHOLARSHIPS, INTERNSHIPS, STIPENDS & OTHER  
PHILANTHROPY**

**Goal 8A:** Analyze what Sigma Tau Delta currently offers its members in terms of recognition and encouragement.

**Objective(s):**

- By Fall 2016, list all scholarships, awards, internships, social media opportunities, writing recognitions, meeting and convention occasions currently available.
- By Fall 2016, advertise on the website and through social media the total dollar amounts the society provides for scholarships, grants, etc. on an annual basis.
- By Spring 2017, determine, by analyzing number of applicants and/or recipients, which of those items to continue, which to expand, which to eliminate.
- By 2020, review and assess the effectiveness and efficiency societal recognition and encouragement.

**Goal 8B:** Review scholarship and application strategy to meet changing needs of students.

**Objective(s):**

- By Fall 2017, explore discontinuing scholarships that attract few applicants and increase numbers of scholarships that attract more applicants, particularly Junior and Senior scholarships.
- By Spring 2017, review potential prompts that will work for all—or many—scholarships.
- By Fall 2017, establish “flipped” deadlines to see if they achieve goals of more and better applications and smoother process for evaluators.
- By Fall 2018, establish a rotation for reviewing application deadlines and placement of awards, and internships within committees.
- By Spring 2020, explore the effectiveness and efficiency of existing scholarships and applications.

**Goal 8C:** Review internships to meet changing needs of students.

**Objective(s):**

- By Fall 2017, explore flexible amounts for internships that are more expensive for students to participate in—such as in major cities.
- By Fall 2017, review civic engagement and internship opportunities offered by similar undergraduate organizations—request materials and/or directions to opportunities on websites.
- By Spring 2018, request chapters to send information about civic engagement activities and highlight on website, eNewsletter, and blogs.
- By Spring 2018, explore additional internships—possibly having students or faculty advisors identifying local internships, especially including civic engagement and/or literacy focus.
- By Spring 2018, add 1-2 new internship opportunities.
- By Spring 2020, explore the effectiveness and efficiency of existing scholarships and applications.

**STRATEGIC PLANNING AREA #9:  
SERVICE, PARTNERSHIPS, OUTREACH, COLLABORATION WITH SKD/NEHS**

**Goal 9A:** To develop additional service, partnership, and outreach opportunities for societal membership.

**Objective(s):**

- By Fall 2016, identify 2-3 potential new service partnerships.
- By Spring 2017, identify 2-3 potential new internship partnerships.
- By Spring 2017 and then again in Spring 2019, secure 1-2 new service partnerships.
- By Fall 2017 and then again in Fall 2019, secure 1-2 new service partnerships.

**Goal 9B:** To enrich relationships with NEHS and SKD.

**Objective(s):**

- By Spring 2017, identify and discuss 2-3 ways in which STD, SKD, and NEHS members can collaborate (reduced fees, regional conference coordination, service project coordination, etc).
- By Spring 2017 and then again in Spring 2020, implement a new collaborative initiative (a common international literacy project) between STD, NEHS, SKD.

## **Appendix A**

### Constitution

(visit the Society website at <http://www.english.org/sigmatd/about/constitution.shtml>)

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## Appendix B

### Mission Statement - Revision Suggestions

#### Draft A

The purpose of the Society shall be to serve as a means to recognize and encourage excellence, among undergraduate and graduate students, in the discipline of English, including literature, language, writing, and pedagogy. The Society shall strive to

1. Confer distinction among undergraduate and graduate students for high achievement in English studies;
2. Offer, through its college and university chapters, intellectual experiences beyond the classroom and activities that serve society by fostering, in local communities, an interest in reading, writing, and the English language;
3. Encourage exemplary character and good fellowship among its members; and
4. Provide opportunities for leadership, service, publication, and participation in academic conventions/conferences.

#### Draft B

Sigma Tau Delta International English Honor Society's mission is to confer academic distinction for high achievement in English language, promote interest in all aspects of the English discipline, and foster global literacy.

#### Draft C

Sigma Tau Delta, the International English Honor Society, is the second largest member of the Association of College Honor Societies and is the only honor society representing the broad range of English studies. Founded in 1924, it has over 875 active chapters at higher education institutions in the U.S. and internationally, and is affiliated with (wording?) the National English Honor Society for High Schools and Sigma Kappa Delta, the English honor society for two-year colleges. Sigma Tau Delta inducts members who have achieved high distinction in English, holds an annual international convention and regional events that showcase creative and scholarly work by its members, awards scholarships and service grants, recognizes individual and chapter accomplishments, and promotes the study of all aspects of English language, literature, and the many closely-related fields, including literacy initiatives.

#### Draft D

Sigma Tau Delta Vision/Mission statement:

to promote and demonstrate the value and importance of lifelong study of all aspects of language, literature, writing, and communication in English and related disciplines;  
to foster excellence in scholarship, leadership, service, and research;  
to adhere to the standards of exemplary character;  
to promote literacy, freedom of expression, and creative, critical, and analytical thinking;  
to provide an intellectual and inclusive climate for fellowship, discussion, and exchange on all aspects of English language, literature, and communication.

[Condensed Version]

Sigma Tau Delta Vision/Mission statement:

to promote excellence, literacy, freedom of expression, creative and critical thinking, and lifelong study of all aspects of language, literature, writing, and communication in English and related disciplines.

Draft E

Sigma Tau Delta, International English Honor Society, was founded in 1924 at Dakota Wesleyan University. The Society strives to

- Confer distinction for high achievement to undergraduate, graduate, and professional studies in English and related fields of study such as communication, cultural studies, journalism, linguistics, digital media, technical writing, and many other fields where value is placed upon spoken, written, and symbolic language and literature.
- Foster all aspects of the discipline of English and provide, through its local chapters, cultural stimulation on college campuses and promote interest in language, literature, writing, and communication in surrounding communities;
- Promote exemplary character and good fellowship among its members through the modeling and mentoring of high standards of academic excellence; and
- Serve society by fostering literacy, freedom of expression, freedom of speech, creative and critical thought.

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## Appendix C

### Vision Statement - Revision Suggestions

#### Draft 1

Sigma Tau Delta, the second largest higher education honors society and the only honor society representing the broad range of English studies, will continue to provide opportunities for individual and chapter members to promote and share their work in English language, literature, and the many closely-related fields, including literacy initiatives. Sigma Tau Delta supports work in all aspects of the expanding field of English studies and will continue to engage in the national conversation about the role of the humanities in civic education and policy.

#### Draft 2

Sigma Tau Delta Vision/Mission statement:

to promote and demonstrate the value and importance of lifelong study of all aspects of language, literature, writing, and communication in English and related disciplines;  
to foster excellence in scholarship, leadership, service, and research;  
to adhere to the standards of exemplary character;  
to promote literacy, freedom of expression, and creative, critical, and analytical thinking;  
to provide an intellectual and inclusive climate for fellowship, discussion, and exchange on all aspects of English language, literature, and communication.

[Condensed Version]

Sigma Tau Delta Vision/Mission statement:

to promote excellence, literacy, freedom of expression, creative and critical thinking, and lifelong study of all aspects of language, literature, writing, and communication in English and related disciplines.

#### Draft 3

To empower a network of students, teachers, and practitioners, and to provide intellectual resources for the research, growth, and appreciation of communication, language, literature, and writing in various mediums and across diverse cultures

## Appendix D

### STRATEGIC PLAN AREA #1:

#### Potential Societal Documents in need of editing, updating, streamlining

1. The following items pertain to the Policies and Procedures (P&P) listed alphabetically at <http://www.english.org/sigmatd/board/policies-procedures.shtml>. Many of the actual revisions have not yet been made. My suggestion is that these could be handled without too much difficulty by carefully identified individuals, perhaps working in pairs, and assigned according to areas of familiarity with present practices. Some of this work might be good “task force” work for the IPP, who will be well acquainted with current ways of doing these things. I’ve made some further suggestions following my comments on each of the current P&Ps.
2. Most problems identified in my examination of the current P&Ps result from the documents being, in many cases, up to 15 years old.

Alumni Chapters. This document is totally outdated and pertains to societal structures we haven’t used in years. (If a different Alumni P&P is to be substituted I want nothing to do with drafting it—for obvious reasons.) A (small) group of alumni might be enlisted to prepare this.

Budget Policies, Principles, Procedures. Some revision necessary (for example, we no longer have a Finance Committee, and our calendar for budget prep is quite different). However, I suggest that this P&P be prepared by the ED and Treasurer in consultation with one another.

Conflict of Interest. This was created from an IRS document and should remain as is.

Contracts Policy. A short document needing only minor revision (spelling in #2; removal of #3 because the item already is taken care of in #2)

Delta Award. This short document needs considerable revision; it reflects what was done years ago with this award was created, but doesn’t mirror at all what we now do. This might be revised by a couple of more-recently-inducted Delta recipients.

Discretionary Funds. Minor editing needed on this short document.

Document Retention and Destruction. This is an IRS-generated item and should not be changed.

Election Procedures. Considerable revision necessary; the present document does not reflect much of what we currently do. This could be done by 2-3 current officers/Regents.

Evaluation of the Executive Director. Only two small changes needed: (1) remove “August, 2009” from the title as listed online in our P&P, and (2) in E., edit the first sentence so as to put “will recommend adjustments” together. The rest is fine and reflects what currently is done.

Financial Policy. Rather complicated here as some of it duplicates/replicates Budget Policies (above). (Interesting, too, is that for years we haven't looked at IV.B.) Slight editing needed (see C.3 and "Finance Committee" in E.2). The Treasurer should look at this document.

Grievance. O.K. as is, although I have no idea what all the "Xs" are in the listing.

Honor Members. Change "Editor" to "Managing Editor." The document is sparse and could use expansion and/or more detail. Gloria? Sarah? Sid? BTW: for years there has been a confusion of "honor members" and "honorary members." This might be addressed here. And, contrary to what has almost become common practice, adding every convention speaker to our list of Honor Members was not originally almost automatic; blanket addition of all those names, at least to me, waters down the particular honor.

International Chapters. Needs expansion as well as updated information about how international chapters are admitted, criteria for determining membership, fee structure, etc. The CO, along with someone(s) from the International Strand might redraft this item.

Investment. Considerable revision needed, particularly concerning the role of the Society President (who currently isn't actually involved in this) and the procedure(s) for investing. This also is a Treasurer's item.

Joint Venture. I don't know why or from where this P&P was generated. I suppose it is O.K. as is, but I'd be more comfortable with it if I understood what practical situations it pertains to. I don't even know what B. 2 means.

Policy on the Process for Determining Executive Director Compensation. I'd suggest a rewriting to avoid the many repetitions. Somehow the whole P&P as described seems a statement of the obvious.

Removal of Board Members. O.K. as is.

Severance Pay. O.K. as is, except change "national office" to "Central Office."

Sigma Tau Delta Removal. This is a duplication of the Removal of Board Members (see above) and should be eliminated.

Travel Reimbursement. O.K. as is except: II.A.2—suggestion would be to add that items on the traveler's bill but not covered by the Travel Policy, and not eliminated as an error at the time of checkout, will not be reimbursed, and II.B. 3—eliminate the item in bold.

Virtual Universities. Needs considerable fleshing out. The CO can draft this in cooperation with someone from the Virtual Chapters strand.

Website Postings. It's unclear how what is listed here as a "Policy" really is a Policy. And when was the last time we used (or saw) "Webmaster/Mistress?" This P&P is long out-of-date and doesn't represent what is actually done. Perhaps this should be part of a new P&P under "Social

Media,” and then revised in such a way to encompass the considerable involvement we currently have in such things as blogs, Twitter, FB, LinkedIn, etc., and how our students, faculty, and alumni are to be involved?

Whistleblower. From the IRS and essential that we have this policy. Leave as is.

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## Appendix E

### STRATEGIC PLAN AREA #3: CENTRAL OFFICE STAFF COMPOSITION & EXECUTIVE DIRECTOR SUCCESSION

#### Executive Director Thoughts on Central Office Staffing for the next 5-7 years:

The following estimate is based on a number of factors including, but not limited to, expectations of some possible major changes (ED and NEHS Director) anticipated in the next few years, changing job descriptions (primarily that of the Director of Communications and Chapter Development), and projected additions to handle social media expansion and NEHS secretarial work.

Number and type of positions not only to maintain but to realistically handle increasing work:

1. Executive Director (ED): although currently this is a  $\frac{3}{4}$  time position, in reality it is a full-time position. My suggestion is that the next ED be at that level but that we continue it at  $\frac{3}{4}$  time until then.
2. Director of Society Operations (DSO) (formerly Director of Communications and Chapter Development—Deb’s position): for Society purposes the DSO will focus entirely on communications and chapter development, not meeting and convention organization and management. The DSO will direct our social media outreach, seek ways to increase the number of new charters, increase one-on-one contact with troubled chapters and new sponsors, and implement procedures for strategic directions for chapter development. Note: the DSO designation is an NIU title that allowed us to keep this a Supportive Professional Staff position instead of moving it to Civil Service (which NIU wanted to do). For  purposes we could continue to call it DCCD or, more appropriately, the Director of Chapter Development (DCD).
- 3 and 4. Two full-time staff, and one part-time graduate assistant, staff for developing and maintaining our electronic needs both for the overall Society (such as member and chapter registrations, materials processing and production, updating computer program needs, record keeping, bookkeeping) and for defining and assisting with increasing our social media outreach. In the larger picture these persons will have oversight of what we currently “do” electronically and for keeping us abreast of changes that will increase our ability to take advantage of electronic developments. The graduate assistant will help primarily with social media and assist the DSO with whatever s/he needs assistance with.
5. Director of National English Honor Society. The current director is  $\frac{3}{4}$  time, but that in great part is because he is “retired,” has vast connections already, and has considerable administrative experience. At the same time, a sizeable amount of much of the work (and most correspondence, all certificate printing and mailing, and all mass mailing) is turned over to the CO Office Manager for handling here. What now is  $\frac{3}{4}$  time might in the future be full time for the next person in this position.

6. One meeting planner on contract for the spring convention and fall Board meeting. This is a part-time individual who will provide the management necessary for successful operation of these events. Meeting planners generally are paid per event. In this case, the convention probably necessitates only occasional hours in the fall, with increasing hours in January and February, and ultimately full attendance at the event. For the fall Board meeting this probably would be a very few number of hours late summer, with increasing numbers of hours until the event in September.

7. A Full-time office manager to handle assigned work, certificate preparation and mailing, chapter mailings, bookkeeping and record keeping in the Central Office.

8. A 9-month NEHS secretary to handle the clerical work for that program; this position could actually be handled by an “extra help” person on an “as needed” basis, thus allowing us to hire someone for the 8 or 9 months their help is needed. This could be full or part time until we see how well the position develops at handling the increasing workload for NEHS (which currently processes over 17,000 memberships a year, as opposed to the 8,500 □□□ ones).

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## Appendix F

### Strategic Planning – Executive Director Succession: A Starting Point

For the smooth transition from one permanent ED to a new one, the Society must determine and have in place numerous items. The more of these considered carefully ahead of time the easier it will be for the Society when the time comes to deal with these matters; the less defined these items are, the more difficult will be the hiring process and transition, particularly if the former ED's departure is unexpected (e.g. a serious accident or death).

The last time any attention was given to this matter was spring 2012; the information collected at that time is still valuable, but many essential decisions could not be made by the two-person ad hoc committee and will necessitate focused attention as a succession plan is developed. Well ahead of time the Board should consider in detail the following items; this is not an exhaustive list but sufficient to direct part of the process:

1. What, specifically, does the Board see as essential responsibilities and duties of the ED? An updated job description should result from the generated list.
2. What, specifically, are the qualifications for this position? Some considerations:
  - Must the person, e.g., have a Ph.D. in English (or a closely-related field)? Or is the position now more a managerial one so that an MBA (or equivalent) be preferable or desirable?
  - Must the person have university-teaching experience? Is an assistant professor background sufficient? Master's level? Ph.D. level?
  - What kinds of experience are necessary? What kinds are preferable but not required?
  - What kinds of knowledge must the ED have of financial management?
  - Is  membership and involvement a requirement? Or other honor society membership and involvement? (Some honor societies require this.)
3. The Central Office: we currently are so integrated with Northern IL University that moving the Central Office at this point would incur major disruption in the Society's "flow." However, that doesn't mean that some ED's in other honor societies haven't managed to work from a different location. Would this be acceptable for the new ED? And would it be worth attempting to have the new ED listed as a NIU position (it's not impossible to do this, but developing and getting approval for this would take some time; on the other hand, having the ED an NIU employee, as with all the other current staff positions, would save  many thousands of dollars every year).
4. Who, specifically, would be responsible for posting, and in what venues, the job listing? Who in turn would be responsible for gathering, collating, and distributing applications?
5. Selection process: how would interviews be handled, and where, and with whom? Would all finalists be flown to a particular location, with all the interviewers to be there too, or

would there be individual interviews in various places? How many days would the committee give to the interviews? Who would conduct the interviews and who would be on that committee? At what stage would the whole Board be involved or would this be a decision of the Executive Committee (or some other body)? Would it be worth the considerable expense to have the committee meet and hold interviews in the Central Office?

6. What remuneration would be involved for an annual salary? What amount to be allocated for moving expenses? What other benefits would be included, and for how much? Who would gather information about appropriate benefit packages?

As the Succession Plan is developed there undoubtedly will be other items to consider; these items listed above should be a sufficient start and should suggest the complexity of this matter.

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## Appendix G

### Temporary Transfer of ED Responsibilities

The following temporary transfer of responsibilities shall occur if the ED is temporarily unable to serve but will be returning within a reasonable amount of time (the length of absence to be determined by the Board), or upon determination of permanent disability or death, and until a new ED may be hired:

- Executive authority and ED search (until new ED can be hired) President, in consultation with the Executive Committee
- Financial responsibilities Treasurer, with the CO Business Manager having access to essential funds for everyday use
- Check signing responsibilities CO Business Manager for all checks under \$400 and, for checks over \$400, with approval of the Director of Communications and Chapter Development. All checks over \$2500 must be signed by the  Treasurer unless otherwise directed.
- Investments Treasurer, who shall aid the President as an authorized signator on investment accounts
- Membership/Chapter Relations Office management Director of Communications and Chapter Development
- Contracts All contracts usually signed by the ED shall be sent to the  President for signing.
- ACHS representation A representative shall be selected from the Board, with expenses for the February meeting to be provided by  if the ED's absence is relatively brief, this may be omitted for one year's meeting)