

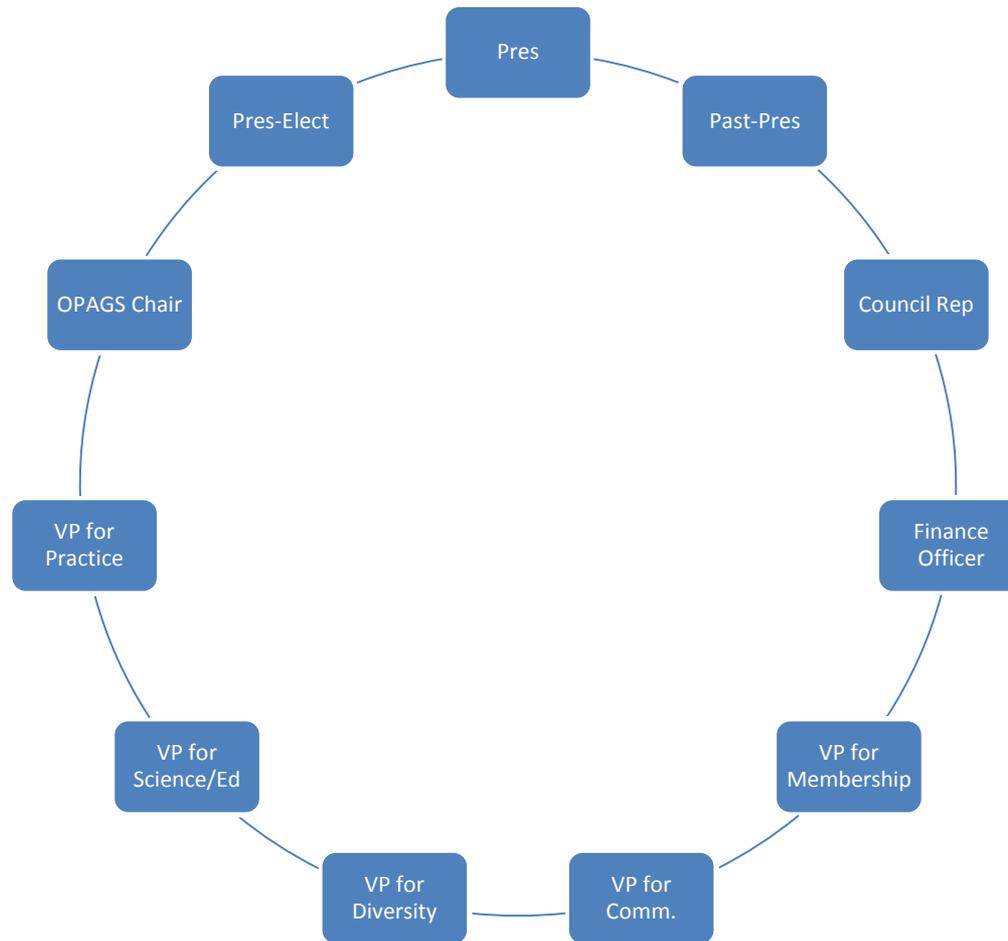
Model 2.5

OPA Board of 11

Reporting Lines:

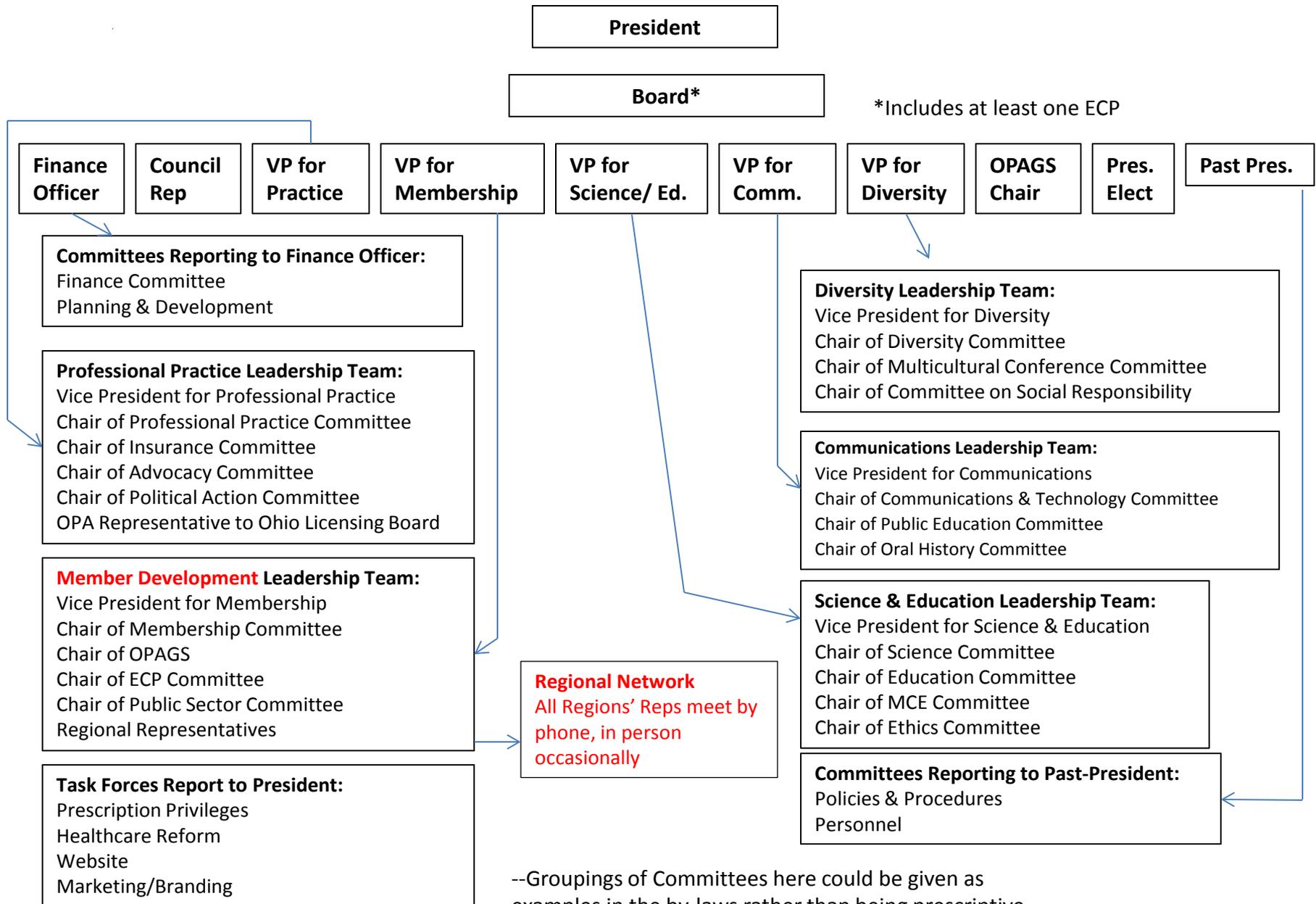
- Committees are grouped under specific Leadership Teams (e.g., Professional Practice Leadership Team) and committee chairs report to the Vice President who oversees their Leadership Team
- Vice Presidents serve on the OPA Board

OPA Board*



*Includes at least one ECP

Model 2.5: OPA Organizational Chart



Governance Structures & Leaders

- OPA Board
 - The OPA Board meets 10x/year (To make this possible, (1) these can be held on Saturdays or evenings, (2) most of these meetings can occur online with video conferencing, (3) the Executive Director can be the only staff person attending, and (4) some in-person meetings can be held in cities other than Columbus, depending on location of Board members)
 - The OPA Board is the policy-making body for OPA
 - The OPA Board holds fiduciary responsibility for OPA
 - Communication with leaders and members can be maintained by posting the agenda and minutes of OPA Board meetings for leaders, members and affiliates, as well as a summary of the Board meeting for all. Additionally, OPA Board meetings are open for leaders and members to attend (with the exception of occasional executive sessions). The Board could also consider video live-streaming of in-person Board meetings.
 - 5 of the Board members are elected (Pres, Pres-Elect, Past-Pres, APA Council Rep, Finance Officer); the OPAGS Chair serves as a voting member of the Board; 5 of the Board members are appointed (these are the Vice Presidents)
- Leadership Teams
 - Leadership Teams are made up of groups of Committee Chairs and facilitate collaboration and communication among committees, leadership development of committee chairs by the Vice Presidents, and a direct connection with the OPA Board (the Organizational Chart above can be illustrative rather than prescriptive when we write the by-laws changes so that the specific committees under a VP could be shifted if needed)
 - Leadership Teams each have a Vice President who oversees the work of the team
 - Vice Presidents hold at least 2 meetings per year (by phone or video conferencing) with the Leadership Team (chairs attend to represent their committees)
 - Vice Presidents are responsible for the leadership development of the committee chairs
 - Vice Presidents are aware of committees' concerns and activities and keep the OPA Board informed
 - Vice Presidents serve on the OPA Board. Although they are aware of the specific interests of their Clusters, their role on the OPA Board is to vote in the best interest of OPA as a whole.

Governance Structure & Leaders, cont.

- **Committee Chairs and Regional Representatives**
 - Committees and Regional Representatives are grouped into Leadership Teams
 - Committee Chairs are responsible for overseeing the work of their committees, developing the leadership of their committee members, participating in Leadership Team meetings and Assembly meetings (made easier with video conferencing), and reporting their activities to the OPA Board (reports due 2-3x/year)
 - Regional Representatives are responsible for participating in the meetings of their Leadership Team and in Assembly meetings to represent their regional organizations and in providing communication and leadership development between OPA and their regional organization (including reports to the OPA Board 2-3x/year). Additionally, Regional Representatives from all Regional Psychological Associations in Ohio are encouraged to meet 2-3x/year by phone to discuss concerns and issues that have arisen within their regions. Further, Regional Representatives are encouraged to participate in OPA Committees and move into higher leadership roles in OPA as part of the diversity goal in OPA's strategic plan.
- **Assembly**
 - The Assembly is made up of all OPA leaders (Board and Committee/TF members, and Regional Representatives) and any members and affiliates who attend. Agenda and preparation materials are provided to OPA members and affiliates ahead of time, and all are encouraged to attend and participate.
 - The Assembly meets 2x/year (once with video conferencing and once in person, possibly in conjunction with another meeting such as convention or Leadership Forum) to conduct strategic planning and discuss important issues facing Ohio and Ohio psychologists
 - The OPA Board uses the input of the Assembly to guide policies and strategic plans for OPA

Increasing Efficiency & Focus on Strategic Direction

- Projects and Staff Time
 - Committees and Task Forces take considerable time for staff as consultants as well as using staff time to help with final products and communication to members. In order to ensure that staff members are free to dedicate time to Strategic Goals, the Executive Director and Board will review current projects of committees and suggest ways in which projects can be combined or delayed in order to accomplish as much as possible in a given year. Committee and Task Force chairs should maintain dialogue with staff members and their VP about the best use of staff time and how to prioritize projects.
- Task Forces
 - Presidents have the authority to appoint a Task Force to work on a specific concern for OPA. Each Task Force will have a specific charge and an expected deadline to fulfill their charge. The Task Force Chair reports directly to the President who appointed them (Past-President if continued for 2nd year).
 - The task and timeline for the Task Force should not exceed what can be accomplished before the President finishes their term as Past-President (no more than 2 years for any Task Force). Before each year's annual meeting, the Board will review Task Forces to determine which are ready to be sunset.
- Combining Groups
 - In order to enhance volunteer efficiency and save time for staff members, Committees will be asked to consider articulating their missions. Where Committees could be combined for greater efficiency and remain effective, they may combine into one committee with a unified mission.
- Sun-setting Groups
 - Current Task Forces will be asked to work with the President to clarify their charge and set a deadline for completion. The charge should be specific and do-able, rather than an on-going area such as Committees manage. Task Forces may complete a specific goal and recommend further actions by on-going committees or groups.

Increasing Efficiency & Focus on Strategic Direction, cont.

- Volunteer and Staff Collaboration
 - Committee Chairs work together with staff member to oversee the operations of the Committees (usually one staff person is aligned with the committee to provide consultation)
 - Committee Chairs consult with the staff member to discuss how they will lead the Committee meetings, plan agendas, and assign tasks (including minutes and reports to the OPA Board)
 - Staff person attends and provides consultation for committee meetings
 - Committee Chairs attend all Committee meetings, all meetings of their Leadership Team (about 2-3x/year, online), and attend the OPA Assembly (2x/year, with one of these on-line). They may have additional phone meetings with their VP to gain leadership mentoring or consultation.
 - Vice Presidents work with one or several staff members to oversee the operation of the Leadership Team (multiple staff members may work with the committees within the team; however, for efficiency we recommend just one staff person take point on working with the VP; staff members, the Executive Director and the VP can decide which staff member is aligned with the Leadership Team). Vice Presidents attend all Leadership Team meetings and are expected to attend one Committee meeting/year for each Committee they oversee and provide leadership guidance and consultation for Committee chairs.
 - As part of leadership development and maintaining effectiveness, OPA Board members are oriented about timely response and meeting deadlines to ensure staff members' time is valued. Similarly, Vice Presidents provide guidance to Committee Chairs about valuing staff time and expertise in their projects.
 - Among staff, only the Executive Director is expected to regularly attend OPA Board meetings

Diversity & Inclusion

- Students & ECP's
 - Student perspectives are included with the OPAGS Chair serving on the OPA Board
 - Of the 11 Board members, at least one must be an ECP
 - Implementation: could begin in 2017, providing 2 years for further leadership development of ECPs. When 2 VP's are to be appointed, the President-Elect could identify an ECP leader who fits one of the open VP roles and make that appointment first.
- Additional Diversity
 - Previous Version:
 - Vice Presidents are appointed from former Committee Chairs, with attention to diversity of the 5 Vice Presidents (including all aspects of diversity, e.g., Ohio region, work setting, stage of career, religion, ethnicity, disability, sexual orientation, etc.)
 - Every 3rd year there is an all-ethnic-minority slate for the Presidency.
 - Implementation: All-ethnic-minority slate for President could begin in 2019, providing at least 3 years for leadership development of ethnic minority members.
 - Assessing for Needed Diversity: Each year before candidates are sought for election and appointment for Board positions, a **Needs Assessment process** is conducted by the Board. The Board assesses which perspectives and skill sets will be present among remaining Board members and which backgrounds, work settings, or skills will be less represented on the Board. The process is based on the evidence-supported concept that more diverse groups make better decisions. *All aspects of diversity are considered* in this process (including but not limited to Ohio region, work setting, type of work, stage of career, area of expertise, religion, ethnicity/race, disability, sexual orientation, and gender identity).
 - Committees: Committee Chairs work with their VP's to actively seek out and recruit diverse members each year.
 - Appointed Board Members: Vice Presidents' terms are staggered so that each year 1 or 2 VP's are appointed by the President-Elect. Once the Needs Assessment is completed, the VP's who are completing their terms recommend leaders for appointment who show appropriate leadership skill and meet some of the diversity needs of the Board. The President-Elect considers the VP's recommendations, consults with the Board, and makes the final appointment.
 - Elected Board Members: Every year, candidates for election are sought who have some aspect of diversity identified as a need for the incoming Board. **Additionally, once every 3 years, the slate for President-Elect will be an all-ethnic-minority slate (could begin in 2019).*** *Board agreement, will not be in by-laws

Leadership Pipeline

- Terms & Limits

- *Recommended for by-laws:*
- 3-year term for Committee Members, Board Members
- Limit of 2 consecutive terms in any role (e.g., can serve 6 years as Committee Member, then serve as Chair, serve on another committee or take time off before returning)

- *Suggested for Procedures to enhance pipeline (not for by-laws):*
- Committee Chairs should only chair one committee at a time (but could serve as members of additional committees)
- Chair Trio model for Committees with one year in each role: Incoming-Chair shadows the Chair, Chair leads the Committee, Past-Chair provides consultation to the Chair.
- Board Members ideally should not serve in any additional OPA leadership roles during their term on the Board

- Leadership Development

- Beginning with the Board, leaders will be provided with the information and skills needed to develop the leadership of those who report to them.
- Each leader should cultivate the leadership skills and strengths of the group they lead
- Each leader should develop a few people specifically to be ready to rotate into their own leadership role as they rotate off (make leadership tasks and decisions transparent, encourage strongest leaders to consider stepping forward)
- Expectations of high regard for staff members and timely response/meeting deadlines will be part of the orientation and leadership training conducted by volunteer leaders for incoming leaders

- Past Presidents

- A mechanism for gaining input from past OPA presidents should be developed, such as a Past-Presidents' listserv that the past-president on the Board has access to, as well as an annual breakfast or other event where past-presidents can join together and/or a special acknowledgment at the in-person Assembly. Perhaps the past presidents could be consulted to see how they can best contribute to OPA's current and future leadership.
- We recommend that this model be re-visited in a few years. If members are more engaged in leadership and this recommendation can be enacted, we suggest:
 - Past OPA Presidents are limited to leadership roles on time-limited task forces, leadership development initiatives, with the OPA Foundation, or as APA Council Representative. Past Presidents are encouraged to run for positions on APA Boards and Committees.

Member Engagement

- At the Annual Convention, an Annual Meeting will be held in which an Annual Report will be provided to the Membership
 - The Report can include a report by the President, Executive Director, and Finance Officer.
 - The Board should consider changing the timing of officer elections so that candidates could attend the Annual Meeting to meet members before members vote (election could take place in May)
- The VP for Member Development and the Regional Representatives should work together to recommend Board actions that engage the members of different regions of Ohio (e.g., hold a Town Hall Meeting or other event with OPA Leadership and a Regional Association; use technology to engage psychologists in the Region with OPA leaders)
- The Board should consider how it can include members in most of its actions (e.g., invite members to participate in fund-raising, advocacy, and events)
- Each Committee and Leadership Team should consider how their projects are engaging OPA members and how they can better involve OPA members

- **Committee Chair Appointments:**

- During their year as Chair, the Committee Chair asks 1-2 members with strong leadership potential for their interest in serving as Chair. Provide these recommendations to the VP overseeing your Leadership Team. The VP consults the OPA Board and then appoints the next Chair (would become Chair-Elect as the Chair rotates to Past-Chair).
 - Example: Mary is Chair of Committee on Social Responsibility, elicits interest from Cynthia and Rob as potential Chairs. The VP of Diversity consults the Board about Cynthia & Rob (considering diversity of leaders & skill sets) and appoints Rob. Rob becomes Chair-Elect of the Committee on Social Responsibility as Mary becomes Past-Chair.

- **Next Steps:**

- Board votes on Model (Nov. or next meeting)
- Develop specific wording changes to OPA Regulations (by-laws), consult counsel about wording changes
- Present wording changes to Board for approval or any questions
- Educate the membership about changes
- Call for an online vote of the membership (for transparency): need 2/3 vote to pass

- If passed, Elect and appoint VP's to begin in August 2017 (1 would serve a 1-year term, 2 would serve a 2-year term, and 2 would serve a 3-year term to create staggered terms).
- Conduct First Needs Assessment of Board in Nov/Dec. 2016
- Institute first needs-determined Presidential slate for election year 2019 to allow 2 years experience with needs assessment process

Leadership Pipeline example

