

January 16, 2008

TO: SIOP Executive Committee  
FROM: Governance Task Force  
RE: Proposal for changes to SIOP governance structure

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Below are final recommendations for changes to the SIOP governance structure to be enacted in the spring of 2008. An attached timeline provides specific recommendations for implementing these changes. Upon approval by the Executive Committee, there are changes that must be approved by a vote of our Members. Other changes (e.g, changes to the Administrative Manual) can be done without a Member vote and may be implemented as desired by the Executive Committee. This report also contains additional considerations of the Task Force during this process. Task Force members are listed on the last page of the report, followed by attachments containing support material for the recommendations.

We recommend the following:

1. The name Executive Committee should be changed to Executive Board.  
*Rationale:* The new name not only clearly identifies changes within the governing group, but is more in line with the responsibilities and duties of the group.
2. Individuals nominated for president must have either been a committee chair or held an elected position.  
*Rationale:* This increases the likelihood that nominees understand the challenges of the position and functions of the various board positions and committees.
3. Individuals nominated for president would be expected to provide a brief statement of their suitability for the position and their goals and objectives for their three year cycle.  
*Note:* This recommendation was implemented for the 2008 election, but should be placed in the Administrative Manual to ensure implementation in future balloting.
4. APA Council Representatives should stay on the board as ex-officio, non-voting members.  
*Rationale:* The rationale has several components. APA reps have historically added great value to governing meetings and are expected to do so in the future. However, they are not elected by a vote of all SIOP members, only those with an APA affiliation. While removal of voting privileges implies a diminishing of their influence, in practice all attendees have the greatest influence during discussions prior to votes; actual votes are almost never split.
5. The three positions of member-at-large should be eliminated.  
*Rationale:* Member-at-large positions will be replaced by a larger number of Officer with portfolio positions.
6. The position of Secretary should be eliminated.  
*Rationale:* Most of the current responsibilities of the SIOP Secretary can be performed efficiently by the Administrative Office.

7. The position of Financial Officer be renamed (officially) Financial Officer/Secretary.

*Rationale:* While most secretarial responsibilities can be accomplished by the Administrative Office, APA Bylaws require that each division designate a secretary for certain correspondence and to file an annual report. At present, 14 of 54 APA divisions have a combined secretary-treasurer position. APA correspondence and filing the annual report would be added to Financial Officer positions with the understanding that the Administrative Office would support these activities.

8. Eight new Officer with portfolio positions be created as standing members of the Executive Board.

*Rationale:* Portfolios or areas of responsibility correspond to somewhat homogeneous member services and/or internal services (that is, functions related to the business of the society). Additionally, each area of responsibility is linked to the four broad initiatives under the current strategic plan.

The eight elected officials and their areas of responsibility are as follows:

- o Conferences and Programs Officer: Includes the SIOP conference, workshops, Fall Consortium, APA conference, and APS conference.
- o Publications Officer: Professional Practice Series, Frontiers Series, the new journal, future book series or journals.
- o Communications Officer: Website, TIP, newsletters, e-mail.
- o External Relations Officer: Establishing and developing relationships with international organizations, student chapters, other associations (including APA, APS), and regional/local chapters; promote visibility of the society to others.
- o Membership Services Officers: Encouraging and monitoring applications to join SIOP, conducting member surveys, recognition and award programs (including fellows), placement, could include institutional research.
- o Professional Practice Officer: Provide services and support to members involved in practice, including placement, the consultant locator, activities now conducted under state affairs (e.g., providing resources to members seeking information on licensing), explore options related to licensing and accreditation, provide greater opportunities for professional networking, contributing to guidelines for professional practice, provide input to the planning and execution of conferences and publications.
- o Instructional and Educational Officer: Provides services and support to members involved in direct instruction or the administration of M.A./M.S., Psy.D., or Ph.D. programs, including creating instructional support material, seeking ways of introducing I-O into introductory text books, contributing to guidelines on masters and doctoral training, contributing to pre-conference masters and doctoral student workshops; facilitating networking of masters-level and doctoral-level program coordinators.

- Research and Science Officer: Provides services and support to members involved in the conduct of basic and applied research, including administration of the SIOP small grants program, establishing relationships with funding agencies to promote I-O related funding, advocacy in funding agencies for SIOP research, writing of white papers on topics important to SIOP members; could include institutional research.

The relationship of these portfolios to the SIOP strategic plan is shown in attachment 2. A preliminary linking of the portfolios to existing SIOP committees is shown in attachment 3.

9. Officers with portfolios serve three year terms staggered so that three positions are filled each year. The transition plan (attachment 1) provides a recommended procedure for phasing out existing positions and phasing in new positions with the staggered terms.
10. SIOP members would be nominated for a specific portfolio or area of responsibility (e.g., membership services or professional practice support), rather than the current practice of open and identical member-at-large positions. Current or past experience on committees related to the position would not be necessary, but members nominated would be expected to provide a brief statement of their suitability for the position (e.g., prior background) and their goals and objectives for that area. Society members can self-nominate to run for election for one of the nine areas, or be nominated by other society members.
11. The role of the elected officials with respect to areas of responsibility should be more clearly defined than has been the case for cluster coordinators. The primary role of each elected officials is to engage in ongoing coordination with other board members to ensure that the Society pursues objectives and initiatives specified in its strategic plan. Further, each elected official is to ensure integration of elements of the strategic plan and the goals of committees falling under his or her area of responsibility. Elected officials are ex-officio members of all committees under his or her area of responsibility and should stay knowledgeable regarding activities (or lack of activities) by those committees. With support of the board, elected officials can take actions to re-designate committee chairs or members when necessary to ensure timely pursuit of key strategic objectives and initiatives.
12. The Executive Board should consist of 12 voting members: the President, Past-President, President-Elect, Financial Officer, and eight officers with portfolios. The APA representatives are ex officio, non-voting members of the Board and expected to attend each board meeting.
13. The Long Range Planning (LRP) Committee should be retained. LRP would consist of the President, Past-President, President-Elect, Financial Officer, and and the three senior Officers as well as the Financial Officer/Secretary in years in which there are only two senior officers. The chair of LRP would be one of the latter Officers designated by the President.

*Rationale:* LRP executes important activities for SIOP including sunset reviews of committees and strategic planning with respect to business and issues that are either ill-defined or transcend committees. Proposed changes to the Administrative Manual retain LRP but indicate that LRP is not required to meet but may meet at the discretion of the LRP chair or Society President.

14. The Emergency Action Committee would also consist of the President, Past-President, President-Elect, Financial Officer, and the three senior Officers as well as the Financial Officer/Secretary in years in which there are only two senior officers.
15. The bylaws should be changed to reflect the loss of the four elected positions and the addition of eight more. The bylaws should identify that each elected official would have an assigned area of responsibility, but specific areas should not be identified in the bylaws, but instead in the administrative manual. Further, the bylaws should allow the board to reconfigure assignments to these officials as needed.
16. Five years after implementation (i.e., 2014), there should be a mandatory review and re-evaluation of all aspects of the proposed structure.

Task Force Members

Dick Jeanneret	Jeff Weekley	Milt Hakel
Irv Goldstein	Janet Barnes-Farrell	Laura Koppes
Rich Klimoski	Jim Farr	Mickey Quinones
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List of attachments:

Attachment	Description
1	Transition plan for elimination of existing positions and creation of new positions on a staggered voting term.
2	Link of strategic plan to proposed office positions
3	Overlap of existing SIOP committees and functions with portfolios
4	Proposed SIOP Bylaws changes
5	Proposed changes to SIOP officer descriptions in SIOP Administrative Manual
6	Proposed changes to administrative manual re: officers with portfolio

## Other Considerations:

At the September, 2007, meeting, the Governance Task Force was asked to consider other issues that do not lead to proposed changes in the governance structure but have relevance to the Task Force's mission. These issues are addressed below:

1. Prepare short, concise statement of the need for change and the benefits of the proposed new structure (one that communicates the limitations of the current system and the value added of the proposed new structure).

### **Recommendation:**

SIOP continues to grow and to offer more services to its members and the public, and its membership has nearly doubled since incorporation in 1982. However, the voting composition of its Executive Committee has changed little since Division 14 was organized in 1945. The Executive Committee comprises the President, President-Elect, the immediate Past-President, the Secretary, the Financial Officer, three Society Members-at-Large, and a variable number (at present, five) of Representatives to the APA Council. The distribution of officer responsibilities is not well balanced, and in addition, five of these 13 officers are elected only by SIOP members who are also members of APA.

While the existing governance structure is generally regarded as effective by individuals inside and outside of SIOP (it has, after all, gotten us to where we are today), the proposed changes are intended to take us from "good" to "great." Specifically, the new structure increases transparency and accountability in governance, aligns Executive Committee positions with the SIOP strategic plan, and offers more entry points for service in elected governance. In addition, it is expected to better align elected positions with member services now and as those services evolve, and to offer a more balanced distribution of officer responsibilities.

2. Give thought and provide recommendations on two changes in EC-related events.
  - A. Having all outgoing and incoming committee chairs attend the January meeting together (they now attend only the conference meeting).
  - B. Moving up elections by a few months to allow the president-elect more time to train and begin work on a personal agenda for office (and also potentially be involved in new committee assignments).
  - C. Responses:
    - i. Re: Incoming and outgoing chairs attending the January meeting
      - a. With regard to having *incoming and* outgoing chairs attend the January meeting, the primary advantages of this are:
        - With fewer transitions than at the conference meeting (e.g., newly elected officers do not take over in January), there may be more opportunity for face-to-face training and orientation of new chairs.
        - Assuming that adequate training/orientation does occur, there is time between January and SIOP for the new chairs to form

**Comment [KK1]:** This is a rather lengthy "concise" statement, despite the presence of multiple practitioners on the task force ☺

goals and objectives for their first year (which begins at SIOP) and to choose committee members to support attaining those goals.

- b. There are a number of disadvantages with this strategy:
- The need for face-to-face handoffs may not matter for all chairs (e.g., fellowship). If this policy were implemented, all committee chairs should be polled to determine those committees that do and do not need face-to-face training and handoffs.
  - There is often a lot going on at the January meeting, and no guarantee that the training/orientation will occur, or that it will be well done.
  - It is the president-elect who handles recruiting and appointing new chairs. Unless elections were moved up considerably, there would be insufficient time for the new president-elect to fill all new chair positions by January.
  - SIOP made a decision several years ago to stop bringing committee chairs to all meetings, principally to save money (and ensure more efficient meetings). Having incoming and outgoing chairs attend a January meeting would significantly raise travel costs at least for that particular meeting.
  - Requiring both incoming and outgoing chairs to attend a January meeting requires each group to make an additional time commitment to SIOP.
  - If the primary advantage of bringing both groups together is better training of new chairs, the three of us felt that this could be accomplished much more efficiently through electronic means. For example, SIOP could prepare a 30-minute online orientation required of all new chairs, and SIOP could facilitate, if necessary, an online conference between incoming and outgoing chairs to be conducted sometime in advance of the conference. Supporting both the development of a new-chair orientation and a conference call for new chairs are more reasonable expectations of current chairs than attending a weekend meeting.
- c. **Accordingly, we recommend:**
- Incoming and outgoing chairs not be invited to the January meeting for purposes of orientation and training.
  - Current (and perhaps recent past) committee chairs be polled to determine, on a committee-by-committee basis, the need for formal interaction between outgoing and incoming chairs prior to the conference.
  - SIOP explore strategies for providing online orientation for new chairs and facilitating discussion between incoming and outgoing chairs (when beneficial) prior to SIOP.

- ii. Re: Moving elections for officers to sooner in the year
    - a. There was no real strong opinion among the three of us about moving the elections up in time. *Potential* benefits include:
      - Providing more time for the president-elect (or officers with portfolio) to learn about the role requirements and prepare a personal agenda for time in office.
      - Improving voter turnout.
    - b. The likelihood of achieving these benefits are either unknown or better accomplished through other means:
      - If someone is serious about making a difference as President, a few extra months should not make a huge difference in planning.
      - SIOP is now requiring all presidential candidates to specify personal goals for SIOP; this will be extended to officers with portfolio under the transition plan. This type of pre-election planning should accelerate personal planning by elected officers after election.
      - The real problem (if there is one) seems to be inadequate training or orientation rather than the time between elections and taking office. Greater effort by SIOP to provide training and orientation for elected officers might be more beneficial than changing the timing of elections.
      - While moving elections up *could* increase voter turnout, there is no sound reasons we could come up with that suggested doing so *would* improve turnout.
    - c. **Accordingly, we recommend:**
      - The election period stay where it currently is.
3. Give some thought and potentially provide recommendations to ways of improving communications and coordination between SIOP functions and APA functions.
- A. By and large, this task falls outside the scope of responsibility for the task force. While there is considerable room for better coordination with APA and APS, strategies for better coordination should be generated by and acted out by a separate ad hoc committee, members at large (still an official EC position through 3/09), or one or more APA reps.
  - B. That said, there are several possible strategies that come to mind:
    - i. Regularly request data (perhaps by the AO) regarding demographics of SIOP Members and Affiliates who are also APA members, and then share this information with Membership and CEMA.
    - ii. Incorporate the APA presidential election cycle into the SIOP calendar so that SIOP can provide more awareness and education for voting members.
    - iii. Incorporate tactics for taking advantage of APA resources into training and orientation of incoming chairs and officers.

4. Make a preliminary recommendation for how to handle leader development in the future.
  - A. Issues related to leader development **and recommendations**.
    - i. General concern expressed by several interviewees that newly elected and appointed officers and committee chairs were not always aware of all responsibilities and requirements related to their new position.
    - ii. Likelihood that new governance structure will increase the uncertainty of both officers and chairs at least in the short term.
    - iii. Additional issue is development of “bench strength” for SIOP, that is, increasing the breadth and depth of members with sufficient experience in SIOP activities that the Society has available a sustainable pool of potential committee chairs and officers.
    - iv. Above suggests to me that we need some form of “succession planning” with (early) identification of interested “talent” and creation of opportunities for individuals to obtain “developmental experiences”. Although specifics are beyond the scope of our mission at this time, we need clear goals for the process (e.g., 2-3 top candidates, each with an individualized development plan (IDP), candidates/plans reviewed with president(s), etc.). Without these, accountability is impossible.
    - v. At the same time, we need to be sensitive that we do not create (in reality or in perception) a “closed network” that excludes others from meaningful participation in Society activities. Thus, SIOP must continue to cast broad nets for volunteers, ensure that all members are aware of such opportunities, and maximize the number of members who are appointed to committees, etc. Identification and development of talent should occur after members have been given the opportunity to participate.
    - vi. The Society should consider some career development activities to help younger members to understand how the organization functions. This could include a meeting at SIOP where interested persons attend a meeting with some of the leaders of the society. Discussions could range from a discussion of the functions of the committee to the present and likely future issues the Society is like to face. Another activity could be allowing a few younger members to attend an executive committee meeting as observers.
    - vii. Within the new governance structure a large part of the role for each of the eight “officers with portfolio” should be the identification and development of committee members and chairs for the committees for which they are responsible. We may need to establish a succession planning reporting system for these 9 individuals that provides input to the “3 Presidents” (or perhaps the pres-elect and past-pres).
    - viii. The “presidents” (all or some) should be responsible for on-boarding the 3 new “members with portfolio” each year, certainly with input from the outgoing members who are being replaced and perhaps also with input from the 3 senior members with portfolio for the “new” Exec Committee/Exec Board.

- ix. Written documents (updated Administrative Manual at a minimum) should be initiated and revised annually for the initial several years of the new governance structure to insure that tasks and responsibilities are codified and modified as we gain experience with same. While written materials related to tasks and responsibilities will exist for some elected officers and many committee chairs, the various positions of “elected members with portfolios” will have only draft versions (“intended” tasks and responsibilities) that will likely be incomplete or in need of reconfiguration. It is important that these documents not become the major source of “on-boarding” and other developmental information, but they still can serve an important function as the repository of information about the evolution of the new governance structure.

## Attachment 1: Transition Plan – Timeline and Key Decisions

Executive Committee as of April, 2008

Position	Incumbent	Term
President	Gary Latham	4/08 – 4/10
Past President	Lois Tetrick	4/08 – 4/09
President Elect	?	4/08 – 4/11
Secretary	?	4/08 – 4/11
Financial Officer	Ken Pearlman	4/08 – 4/09
Member at Large 1	Talya Bauer	4/08 – 4/09
Member at Large 2	Donald Truxillo	4/08 – 4/10
Member at Large 3	?	4/08 – 4/11

Date	Task	Notes
01/08	Election results announced – president-elect, secretary, member-at-large	
	EC approves new governance structure at winter meeting	
	EC submits proposed bylaws changes (recommended by task force) to membership for approval	
02/08 – 04/08	Membership approves bylaws changes	To be decided is whether this can be done as an e-mail vote or a live vote at the conference.
04/08	Executive committee as currently constituted continues operation	New board structure would begin in 2009.
04/08 – 09/08	Finance Officer is briefed on an expanded roles do to restructuring	For example, Finance Officer could serve as official secretarial liaison to APA
	Secretary chooses one of eight Officer positions (arbitrarily titled Officer 1 <sup>1</sup> in transition summary)	This individual serves 08 as secretary, 09 & 10 as Officer 1
	Second longest tenured member at large (currently Don Truxillo) chooses another of officer positions (titled Officer 2 in summary)	This individual serves 08 as a member at large, 09 as Officer 2
	Third longest (or newly elected) member at large (currently unknown) chooses another of officer positions (titled Officer 3 in summary)	This individual serves 08 as member at large, 09 & 10 as Officer 3

<sup>1</sup> Officer with portfolio positions are arbitrarily named 1, 2, etc. in this plan, since initially there is a choice of roles for existing board members. As initial positions are named in the plan, later positions can be designated.

Date	Task	Notes
12/08	Longest tenured member at large (currently Talya Bauer) completes 3 year elected term.	Member at large term lapses and will be replaced on the board by a newly elected officer
	Elections are held for new president-elect, and three new officer positions (arbitrarily titled Officers 4, 5, 6)	<ul style="list-style-type: none"> <li>- Once the secretary and two members at large choose their new positions, a decision can be made regarding which positions will be elected in this period. When possible, efforts should be made so that positions likely to be staffed by practitioners (or academics) be staggered across Officers 1-3 v. 4-6 v. 7-9.</li> <li>- Officers 4 and 5 would be elected for full three year cycles. Officer 6 would be elected for a two-year term (in order to establish balanced staggered terms in the future)</li> <li>- Elections may also be held for APA reps as necessary, but will not be discussed here as APA reps are not affected by the transition plan</li> </ul>
1/09	Upon advice from the entire Executive Committee, the current President appoints two individuals to serve one year terms as Officers 7 and 8	<ul style="list-style-type: none"> <li>- These individuals would be eligible for elections to the same positions in the next elections.</li> <li>- A one-year term is necessary to establish balanced staggered terms in the future.</li> </ul>
4/09	The new Executive Board (without a secretary and with 8 officers with Portfolio) would begin operation	
12/09	Elections are held for Officers 2, 7, and 8	
12/10	Elections are held for Officers 1, 3, and 6	
12/11	Elections are held for the Financial Officer and Officers 4 and 5	

### Summary Transition Plan for Phasing In Eight Elected Officers

Position	4/08 - 4/09	E 12/08	4/09 - 4/10	E 12/09	4/10 - 4/11	E 12/10	4/11 - 4/12	E 12/11	4/12 - 4/13	E 12/12
Finance Officer (KP) new finance officer	→	X	→		→		→	X		
Secretary (?) Officer 1	→		→		→	X				
M @ L 1 (TB)	→									
M @ L 2 (DT) Officer 2	→		→	X	→		→		→	X
M @ L 3 (??) Officer 3	→		→		→	X				
Officer 4		X	→		→		→	X		
Officer 5		X	→		→		→	X		
Officer 6 (** special election for 2 years)		X	→		→	X				
Officer 7 (** appt for 1 year, then new election for 3 years)			→	X	→		→		→	X
Officer 8 (** appt for 1 year, then new election for 3 years)			→	X	→		→		→	X

How to Read (Note that new board to take effect in 4/09):

- a. Ken completes last year, new finance officer elected (12/08) for 3 years
- b. Newly elected secretary serves as secretary for 1 year, chooses officer position to serve for next 2 years of term
- c. Senior member at large (Talya) serves last year of term
- d. 2<sup>nd</sup> officer position elected (12/08) for 3 years
- e. Second member at large (Donald) serves 1 year as M@L, chooses officer position (#3) for last year of term
- f. Newly elected member at large serves 1 year as M@L, chooses officer position (#4) for next two years of term
- g. 5<sup>th</sup> officer position is elected (12/08) for 3 years
- h. 6<sup>th</sup> officer is elected (12/08) but for 2 years. This is the only election w/ 4 candidates, and beginning 12/11, officers 1, 4, 6 elected every 3 years;  
An alternative is for the president to appoint Officer 6 for 2 years (just as the president appoints officers 7 & 8 for 1 year). This would negate the need to have a special 2 year election or a year in which there are 4 officers elected. On the other hand, 2 years might be a long “special appointment.”
- i. Officers 7 and 8 are appointed by the President for one year. Efforts would be made to diversity board. Elections are held 12/09 for new 3 year terms for Officers 7 & 8. Individuals appointed in 4/09 are eligible to run for same positions in 12/09.  
2 alternatives to i. are: 1) Ken and Talya are willing to stay on 1 more year in the roles of 7 & 8. 2) Officers 7 & 8 are elected in 12/08 for 4 year terms. I suspect thought that this would be undesirable both for the board & the individuals.

**Attachment 2: Link of Strategic Plan to Proposed Office Positions**

<b>Officer Position</b>	<b>Scope and Responsibilities</b>	<b>Link to Strategic Plan Initiatives</b>
Conferences and Programs Officer	Includes the SIOP conference, workshops, Leading Edge Consortium, APA conference, APS conference, site selection and meetings logistics. Other programs (Congressional briefings, Federation sponsored events, etc.).	Initiative 2: Master Collaboration – SIOP Conference Presentation
Publications Officer	TIP, Professional Practice Series, Frontiers Series, <i>Industrial-Organizational Psychology</i> , future book series or journals, brochures, conference program.	
Communications Officer	Website, TIP, SIOP Newsbriefs (e-newsletter), member e-mails. Member mailings (snail mail). Electronic communications including podcasts, blogs, bulletin boards etc.	Initiative 5: Hire a marketing, public relations, or publicist firm Initiative 7. Develop new website content Initiative 13: Inclusion Initiative 14: Target those with core values
External Relations Officer	Establishing and developing relationships with international organizations (including EAWOP, British Psychological Association, and SIOPSA) student chapters, other associations (including APA, APS, the Federation), other APA Divisions, SHRM and regional/local chapters. Promote visibility of the society to others: public relations, conference and consortium PR, work w/ media inquiries, coordinate w/ PR/marketing consulting firm, branding of organization.	Initiative 5: Hire a marketing, public relations, or publicist firm Initiative 6: Develop stronger relationships with APA, APS, SHRM, FABBS, and The Federation Initiative 8: Federal Level Advocacy Initiative 9: APA-level advocacy Initiative 10: State-Level Advocacy Initiative 11: I/O Education In Advocacy

Officer Position	Scope and Responsibilities	Link to Strategic Plan Initiatives
Membership Services Officer	Encouraging and monitoring applications to join SIOP, conducting member surveys, recognition and award programs (including Fellows), could include institutional research. Also to include, membership applicant review, membership renewals and activation of new members through committee volunteer system. Member-to-member (M2M) mentoring program. Online member directory.	Initiative 3: Integration Team Award Initiative 12: Membership Metrics Initiative 13: Inclusion Initiative 14: Target those with core values
Professional Practice Officer	Provide services and support to members involved in practice, including placement, the Consultant Locator, activities now conducted under state affairs (e.g., providing resources to members seeking information on licensing), explore options related to licensing and accreditation, provide greater opportunities for professional networking, contributing to guidelines for professional practice, provide input to the planning and execution of conferences and publications. Networking. CE Credits. Greater involvement with Leading Edge Consortium?	Initiative 1: Definitional Initiative – Science-Practice Integration Initiative 2: Master Collaboration – SIOP Conference Presentation Initiative 3: Integration Team Award

Officer Position	Scope and Responsibilities	Link to Strategic Plan Initiatives
Instructional and Educational Officer	Provides services and support to members providing instruction or the administration of M.A./ M.S., Psy.D., or Ph.D. programs, including creating instructional support material, seeking ways to introduce I-O into intro text books, contributing to guidelines on masters and doctoral training, facilitating networking of masters-level and doctoral-level program coordinators (thru conference). Ambassador program (I-O speakers to universities). Graduate Training Program (GTP) listing/information on Web site. I-O Teaching Wiki. Consortia at annual conference (Doctoral Consortium, Masters Student Consortium and Junior Faculty Consortium).	Initiative 1: Definitional Initiative – Science-Practice Integration Initiative 4: Educational guidelines for science/practice integration Initiative 11: I/O Education In Advocacy
Research and Science Officer	Provides services and support to members involved in the conduct of basic and applied research, including administration of the SIOP small grants program, establishing relationships with funding agencies to promote I-O-related funding, advocacy in funding agencies for SIOP research, writing of white papers on topics important to SIOP members; could include institutional research. Advocacy.	Initiative 1: Definitional Initiative – Science-Practice Integration Initiative 2: Master Collaboration – SIOP Conference Presentation Initiative 3: Integration Team Award Initiative 8: Federal Level Advocacy

**Attachment 3: Overlap of Existing SIOP Committees and Functions with Portfolios<sup>2</sup>**

<b>Officer Position</b>	<b>Scope and Responsibilities</b>
Conferences and Programs Officer	Includes the SIOP Conference, SIOP Program committee, CE workshops, Leading Edge Consortium, APA program committee, APS committee, conference site selection and meetings logistics.
Publications Officer	Professional Practice Series, Frontiers Series, SIOP Journal, future book series or journals.
Communications Officer	Electronic communication committee, Website, TIP, SIOP Newsbriefs (e-newsletter), member e-mails. Member mailings (snail mail). Electronic communications including podcasts, blogs, bulletin boards etc.
External Relations Officer	Visibility committee; international relations subcommittee of Professional Practice. Other functions include: Establishing and developing relationships with international organizations (including EAWOP, British Psychological Association, and SIOPSA) student chapters, other associations (including APA, APS, the Federation), other APA Divisions, SHRM and regional/local chapters.
Membership Services Officer	Membership committee, awards committee, CEMA, fellowship committee, placement and JobNet, Historian. Other functions include: conducting member surveys, recognition and award programs (including Fellows), online member directory, could include institutional research.

<sup>2</sup> Reflects status quo, but committees may be added or deleted upon additional review.

<b>Officer Position</b>	<b>Scope and Responsibilities</b>
Professional Practice Officer	<p>Professional Practice committee (including Consultant Locator), state affairs committee.</p> <p>Other functions include: Services and support to members involved in practice, including placement, exploring options related to licensing and accreditation, providing greater opportunities for professional networking, contributing to guidelines for professional practice, provide input to the planning and execution of conferences and publications.</p>
Instructional and Educational Officer	<p>Education and Training Committee (including doctoral consortium, masters consortium, program coordinator network, ambassador program, updating graduate training program listing/information on website, I-O Teaching Wiki.</p>
Research and Science Officer	<p>Scientific Affairs committee.</p> <p>Other functions include: Services and support to members involved in the conduct of basic and applied research, including administration of the SIOP small grants program, establishing relationships with funding agencies to promote I-O-related funding, advocacy in funding agencies for SIOP research, writing of white papers on topics important to SIOP members.</p>

#### Attachment 4: Proposed SIOP Bylaws Changes

SIOP Bylaws (proposed deletions are ~~struck through~~, and proposed additions are underlined; sections not affected by the potential amendments are omitted)

##### ARTICLE II: MEMBERSHIP

2. Society Member status shall be open to Fellows, Members, and Associates of the American Psychological Association and Fellows and Members of the ~~American Psychological Society Association~~ Association for Psychological Science (APS), Canadian Psychological Association (CPA) and European Association of Work and Organizational Psychology (EAWOP) provided that applicants shall also satisfy the additional conditions stated below.

5b. Dues, if any, to be paid by Society Affiliates will be determined by vote of the ~~Executive Committee~~ Executive Board.

7a. The Fellowship Committee will submit recommendations to the ~~Executive Committee~~ Executive Board; the ~~Executive Committee~~ Executive Board will act upon the recommendations of the Fellowship Committee and will approve candidates.

7c. If a nominee for Society Fellow status is not approved by the ~~Executive Committee~~ Executive Board, or if a candidate for APA, APS, CPA or EAWOP fellowship is not approved by the organization to which the nomination is submitted, the Chair of the Fellowship Committee notifies the nominator.

9a. Action to drop membership requires a two-thirds vote, taken by secret ballot, of the membership present and voting at a scheduled business meeting of the Society. Such vote shall be taken only upon recommendation of the Committee on Professional Affairs or a special committee of three to be appointed by the President with the advice and consent of the ~~Executive Committee~~ Executive Board to investigate the particular case.

9b. The Committee's recommendation shall be submitted only (a) after it has accumulated the relevant facts and has given the accused individual an opportunity to answer the charges against him or her both in writing and by appearing in person before the Committee, and (b) after the committee recommendations have been reviewed and approved by a majority vote, taken by secret ballot, of the ~~Executive Committee~~ Executive Board of the Society.

##### ARTICLE III: OFFICERS

1. The officers of this organization shall be: a President, a President-Elect, the immediate Past-President, ~~a Secretary, a Financial Officer, and the Society Members at Large~~ and nine elected members of the Executive Board, together with the Division Representatives the APA Council of Representatives provided by the APA Bylaws.

3. It shall be the duty of the President to preside at all meetings of the Society, to act as chair of the ~~Executive Committee~~ Executive Board and as a member of the Long Range Planning Committee, to exercise general supervision over the affairs of the Society, and to be an ex-officio member of all committees.

4. It shall be the duty of the President-Elect to serve on the ~~Executive Committee~~ Executive Board and the Long Range Planning Committee, to preside in the absence of the President, to chair the Election Committee, and to carry out such other duties as may be delegated to him or her by the President.

5. ~~It shall be the duty of the Secretary to issue calls and notices of meetings, of nominations, and of other necessary business, to prepare minutes of Executive Committee~~ Executive Board and Society business meetings, to maintain archival records of documents that pertain to Society business, to maintain liaison with relevant professional societies (e.g., APA, APS, CPA, and EAWOP), and to be contact person for Society Members, Associates, and Affiliates and those who want information about the Society. He or she shall serve as a member of the ~~Executive Committee~~ Executive Board and the Long Range Planning Committee. Each of the nine elected members of the Executive Board, including the officer elected to the position of Financial Officer/Secretary, shall perform such duties as specified in these bylaws or in the SIOP Administrative Manual.

6. It shall be the duty of the Financial Officer/Secretary to have custody of all Society funds, collect dues, authorize disbursements, maintain financial records, prepare financial statements, and do financial planning in conjunction with the Long Range Planning Committee. The Financial Officer/Secretary shall also serve as the Secretary of the corporation and also as the officially designated Secretary of Division 14 of the American Psychological Association, and will be responsible for carrying out all official functions associated with those roles. He or she shall serve as a member of the ~~Executive Committee~~ Executive Board and the Long Range Planning Committee.

7. The APA Division Representatives shall perform the duties outlined in the APA Bylaws. They shall also serve as ex-officio, non-voting members of the ~~Executive Committee~~ Executive Board.

#### ARTICLE IV: ~~EXECUTIVE COMMITTEE~~ EXECUTIVE BOARD

1. There shall be an ~~Executive Committee~~ Executive Board of the Society, consisting of the President, the President-Elect, ~~the Secretary, the Financial Officer, the Division Representatives to the APA Council of Representatives, three Society Members at Large, and the immediate Past-President,~~ and nine elected members, one of whom shall be the Financial Officer/Secretary.

2. The ~~Executive Committee~~ Executive Board shall have general supervision over the affairs of the Society. It may use mail ballots whenever it is deemed appropriate in matters affecting Society policy. It shall meet at least once a year, and shall make a full

report to the membership at the time of each scheduled business meeting.

3. During the intervals between ~~Executive Committee-Executive Board~~ meetings, an Emergency Action Subcommittee of the ~~Executive Committee-Executive Board~~ shall be empowered to take action on behalf of the ~~Executive Committee-Executive Board~~ when, in the President's judgment, time does not permit contacting all members of the ~~Executive Committee-Executive Board~~ before an action is needed. The Emergency Action Subcommittee shall consist of the following ~~five~~ seven or eight members of the ~~Executive Committee-Executive Board~~: President, Immediate Past-President, President-Elect, ~~Secretary,~~ and the three senior Officers as well as the Financial Officer/Secretary if the incumbent in that position is not one of the three senior officers. Actions of this group require a unanimous vote. Any actions taken by this Emergency Action Subcommittee shall be reported in full by the President at the next scheduled meeting of the full ~~Executive Committee-Executive Board~~.

4. The ~~Executive Committee-Executive Board~~ and Emergency Action Subcommittee may transact business by electronic media by voting on any proposal mailed or e-mailed ~~by the Secretary by the President or from the Administrative Office~~ with the approval of the President. Thirty (30) days from the mailing or e-mailing shall be allotted for the return of the vote thereon to the ~~Secretary~~ Administrative Office.

The voting shall be deemed closed at the end of the 30-day period or when all members have returned their vote. Any proposal not receiving a majority affirmative vote, or 2/3rds majority when required, at the end of the 30-day period shall be deemed lost.

5. Wherever in these Bylaws the term "~~Executive Committee-Executive Board~~" is used, it shall be construed to mean and be equivalent to "Board of Directors" and wherever the terms "~~Executive Committee-Executive Board Member~~" or "Member of the ~~Executive Committee-Executive Board~~" or the like are used, they shall be construed to mean and be equivalent to "Director."

#### ARTICLE V: NOMINATIONS AND ELECTION

1. The Election Committee (see Article VII, Sections 1 and 5) shall conduct and supervise all elections of the Society. The officers and members of the ~~Executive Committee-Executive Board~~ shall be elected by the members of the Society.

2. The Election Committee, using the facilities of the ~~Secretary and the~~ Administrative Office, shall mail a call for nominations each year. The date when the election ballot is printed and prepared for mailing shall establish the Society's annual election date. The nomination ballot shall provide spaces for at least three names for each office to be filled. The following will govern the call for nominations:

2a. Schedule of terms of office:

President-Elect: to serve a term of one year, as President for the subsequent year, and

as immediate Past-President the following year.

~~Secretary: to serve a term of three years.~~

~~Financial Officer: to serve a term of three years.~~

~~Secretary and Financial Officer: to serve staggered terms of three years to be established by the Executive Committee Executive Board.~~

Representatives to APA Council: to serve staggered terms of three years, or in accord with any rules set forth by the APA Bylaws governing their term of office. In the event that apportionment ballots would result in an unusual number of Representatives with identical terms, the ~~Executive Committee~~ Executive Board will adjust the length of the term for one or more seats being contested at that time.

~~Society Members at Large~~ Executive Board Members (including the Financial Officer/Secretary): to serve staggered terms of three years.

2b. Eligibility for office: ~~any Society Fellow or Society Member of the Society except:~~

—— ~~President and President-Elect during their terms of office.~~

—— ~~Secretary and Financial Officer during their first two years in office.~~

—— ~~Past Presidents for office of President.~~

—— ~~Society Members not also members of APA for the office of Division Representative to the APA Council of Representatives~~

For President-Elect, any Society Fellow or Society Member who previously served or currently serves as an elected officer in SIOP, or who previously served or currently serves as an appointed SIOP committee chair, except for past Presidents.

For Members of the Executive Board, any Society Fellow or Society Member.

For Division Representative to the APA Council, any Society Fellow or Society Member who is also a Fellow or Member of APA.

3. The ~~Secretary~~ Election Committee chair shall prepare a ballot for all offices for which terms expire each year.

3a. The Election Committee of the Society shall count the nominating ballots and certify to the ~~Secretary~~ Administrative Office a list of names of persons who are nominated for each office, plus any persons nominated under Section 3, paragraph b, below. The ballot shall include at least three and no more than five Society Members nominated nominees

for the office of Society President-Elect, ~~Secretary~~, and Financial Officer/Secretary, at least two and no more than ~~four~~ five Society Members nominated ~~nominees~~ candidates for each vacancy ~~in the office of Society Member at Large on the Executive Board~~, and at least two and no more than three nominees for each APA Division Representative to be elected.

3c. Before placing a nominee on the ballot the ~~Secretary~~ Administrative Office shall secure in writing a statement that the nominee is willing to be a candidate for the office.

4. The Society may conduct its nominations and elections, other than APA Division Representatives, through the facilities selected by the ~~Executive Committee~~ Executive Board.

6. All elections shall be by a preferential voting system, according to the procedures established by the ~~Executive Committee~~ Executive Board.

7. The Election Committee shall file a report with the ~~Executive Committee~~ Executive Board and shall report the names of those elected to the membership at the next scheduled business meeting of the Society.

10. In the event that an individual elected to the position of President-Elect, ~~Secretary~~, Financial Officer/Secretary, or ~~Member at Large~~ Executive Board Member is unable to assume office, then the election ballots for the affected position would be tabulated as if the individual unable to assume the elected office was not on the ballot. The newly elected individual would serve a term of office as determined by Bylaws Article V Section 13 or 17.

16. In the event an APA Council Representative position becomes vacant, then the guidelines set forth by APA Rule 110-5.5 would be followed. If the individual is unable to complete a term and there is only one meeting remaining to complete his or her term, the ~~Executive Committee~~ Executive Board would appoint an individual qualified to fill the vacancy. Otherwise, a new Representative would be elected with all deliberate speed, and an interim appointment of a qualified individual would be made by the ~~Executive Committee~~ Executive Board.

17. In the event the position of ~~Secretary, Financial Officer, or Member at Large~~ Member of the Executive Board becomes vacant at any time during the term of office, that vacancy would be filled by the individual receiving the next largest number of votes (as certified by the Society's Election Committee) in the most recent election for the position in question, and that person would serve the balance of the unexpired term. If there were less than eighteen months remaining to the term of office for the vacated position, then nothing would preclude the individual assuming the vacant position from having his/her name placed on the ballot to complete a full term of office if so nominated during any subsequent Call for Nominations held by the Society. Prospective nominees who have served 18 months or more of an unexpired term in the position of ~~Secretary, Financial Officer, or Member at Large~~ Member of the Executive Board are not eligible to

be nominated or elected to complete a full term of office for the aforementioned position. If the vacancy occurs after the Society's annual election date in the last year of a three-year term, then the ~~Executive Committee~~Executive Board would appoint a qualified individual to assume the vacant position. This individual could serve in the position again if so nominated and elected.

#### ARTICLE VI: MEETINGS

1. A business meeting of the Society may take place in conjunction with the Society's annual conference. Additional meetings may be scheduled at a time and location designated by the ~~Executive Committee~~Executive Board.

#### ARTICLE VII: COMMITTEES

1. The standing committees of the Society shall consist of the following: Fellowship, Membership, Election, Program, Program-APA, Program-APS, Scientific Affairs, Professional Practice, Education and Training, The Industrial-Organizational Psychologist (TIP) , Workshops, Long Range Planning, State Affairs, Awards, Organizational Frontiers Series, Professional Practice Series, Society Conference, Historian, Ethnic Minority Affairs, Placement and APA/APS relations. In addition, ad hoc committees may be established by vote of the Society Members or by the ~~Executive Committee~~Executive Board to perform tasks of a brief or temporary nature.

2. Standing Committees shall be composed of three or more Society Members appointed by the President, with the advice and consent of the ~~Executive Committee~~Executive Board. The President will appoint the Chair unless otherwise provided in the Bylaws.

11. The Continuing Education and Workshop Committee shall (a) encourage and promote improvements of the scientific and professional skills of Society's members, (b) evaluate training needs of the members, (c) prepare and conduct an Annual Workshop in Industrial and Organizational Psychology in conjunction with the Society's annual conference and at such other times and locations as the ~~Executive Committee~~Executive Board may approve (e.g., at the APA convention), (d) take action to approve or disapprove applications to the Society to certify continuing education (CE) programs in Industrial and Organizational Psychology, and (e) carry out all functions necessary to remain an approved sponsor of CE activities.

12. The Committee on Long Range Planning shall review the affairs of the society including the current strategic plan and make recommendations to the ~~Executive Committee~~ and the Society Members concerning ways and means by which the Society's purpose given in Article I can be met. The President-Elect, the Past-President, the President, ~~the Secretary, the Financial Officer/Secretary, and the Society Members at Large of the Executive Committee~~ and three senior members of the Executive Board shall be its members. The President shall designate one of the three senior members of the Executive Board as the chair of the Committee on Long Range Planning.

15. The Awards Committee shall be responsible for administering awards, prizes, and other forms of recognition approved by the ~~Executive Committee~~ Executive Board. The Awards Committee shall propose nominees for Society awards, and awards of other relevant professional societies (e.g., APA, APS, CPA, EAWOP).

21. APA/APS Relations Committee: The Committee on APA/APS Relations emphasizes collaborations with the American Psychological Association and ~~American Psychological Society~~ Association for Psychological Science on issues and initiatives in support of mutual goals and interests. There are two subcommittees of this committee. The APA Program Subcommittee is responsible for developing SIOP's program for the annual APA Convention. The APS Program Subcommittee is responsible for developing SIOP's program for the annual APS Convention. These subcommittees have two responsibilities: a) developing program proposals and/or soliciting proposals from others; and b) reviewing and evaluating proposals submitted to SIOP. The committee as a whole coordinates with the SIOP president to identify candidates for nomination to APA and APS governance groups. Members of this committee monitor APA/APS policy and projects that influence the practice or research of I-O psychologists. The committee is comprised of the president and president-elect, SIOP representatives to the APA Council, members who have experience with the APA or APS governing bodies, and the chairpersons of the APA and APS subcommittees.

23. The authorization or reauthorization for each standing committee of the Society for Industrial and Organizational Psychology (with the exception of the Long Range Planning Committee) will be for a maximum period of five years. Continuation of a standing committee after five years will require reauthorization by a majority vote of the ~~Executive Committee~~ Executive Board. If the continuation of a committee is not authorized, a change in the Bylaws to reflect this decision will require a majority vote of the ~~Executive Committee~~ Executive Board.

24. The authorization or reauthorization for each Ad Hoc committee of the Society for Industrial and Organizational Psychology will be for a maximum period of two years. Continuation of an Ad Hoc committee after two years will require reauthorization by a majority vote of the ~~Executive Committee~~ Executive Board.

#### ARTICLE VIII: DUES

2. Dues for Society membership will be recommended by the ~~Executive Committee~~ Executive Board and shall be decided by a majority vote of the ~~Executive Committee~~ Executive Board. All dues increases shall be announced to the membership by February 1 and members will have at least 60 days to provide input to the ~~Executive Committee~~ Executive Board before a final vote on the dues is taken at the spring meeting of the ~~Executive Committee~~ Executive Board. If the ~~Executive Committee~~ Executive Board recommends a change in dues that exceeds 15%, then a majority vote of the membership at a scheduled meeting of the society or via a mailing to the membership is required to approve such a change in dues.

## ARTICLE IX: AMENDMENTS

1. The Society, by vote of two-thirds of the Society Members present at a scheduled business meeting of the Society, or by a majority vote of the Society Members voting on a mail or electronic ballot, may adopt such amendments to these Bylaws as have been (a) read at the preceding Society business meeting, or (b) mailed to the last known post office address of each Society Member at least two months prior to vote, or (c) published in "The Industrial-Organizational Psychologist" at least two months prior to the vote, or (d) e-mailed to the last known e-mail address of each Society Member at least 30 days prior to the vote by the ~~Secretary~~ Administrative Office with the approval of the President.

## ARTICLE X: VOTING UPON SHARES OF OTHER CORPORATIONS

Unless otherwise voted by the ~~Executive Committee~~ Executive Board, the President shall have full power and authority on behalf of the Society to vote either in person or by proxy at any meeting of shareholders of any corporation in which this Society may hold shares, and at any such meeting may possess and exercise all of the rights and powers incident to the ownership of such shares which, as the owner thereof, this Society might have possessed and exercised if present. The ~~Executive Committee~~ Executive Board may confer like powers on any other person and may revoke any such powers as granted at its pleasure.

## ARTICLE XII: PROHIBITION AGAINST SHARING IN SOCIETY EARNINGS

1. No Society Member or officer or person connected with the Society, or any other private individual shall receive at any time any of the net earnings or pecuniary profit from the operations of the Society, provided that this shall not prevent payment to any such person of such reasonable compensation for services rendered to or for the Society in effecting any of its purposes as shall be fixed by the ~~Executive Committee~~ Executive Board; and no such person or persons shall be entitled to share in the distribution of any of the corporate assets upon the dissolution of the Society. All Society Members shall be deemed to have expressly consented and agreed that upon such dissolution or winding up of the affairs of the Society, whether voluntary or involuntary, the assets of the Society, after all debts have been satisfied, then remaining in the hands of the ~~Executive Committee~~ Executive Board shall be distributed, transferred, conveyed, delivered and paid over in such amounts as the ~~Executive Committee~~ Executive Board may determine or may be determined by a court of competent jurisdiction upon application of the ~~Executive Committee~~ Executive Board, exclusively to an organization organized and operated exclusively for scientific and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954, as amended.

## ARTICLE XIII: INVESTMENTS

The Society shall have the right to retain all or any part of any securities or property

acquired by it in whatever manner, and or reinvest any funds held by it, according to the judgment of the ~~Executive Committee~~ Executive Board, without being restricted for class of investments which a trustee is or may hereafter be permitted by law to make or any similar restriction, provided, however, that no action shall be taken by or on behalf of the Society if such action is a prohibited transaction or results in the denial of the tax exemption under Sections 503 or 507 of the Internal Revenue Code of 1954, as amended, or as it may hereafter be amended.

#### ARTICLE XIV: SEAL

The seal of the Society shall be circular in form, bearing its name, the words District of Columbia, and the year of its incorporation. The ~~Secretary~~ Administrative Office shall have custody of the seal and may affix it (as may any other officer if authorized by the ~~Executive Committee~~ Executive Board) to any instrument requiring the Society seal.

**Attachment 5: Proposed Changes to SIOP Officer Descriptions in SIOP  
Administrative Manual**

Section II A. President

1. Responsibility
  - b) Change language from Executive Committee to Executive Board.
2. Other Duties
  - f) This is an addition:  
*The president is responsible (along with the President-Elect and Immediate Past President) for on-boarding the 3 new members with portfolios (see Task 9, letter h)*

Section II B. President-Elect

1. Responsibility
  - a) Change language from Executive Committee to Executive Board.
  - g) This is an addition:  
*Be responsible (along with the President and Immediate Past President) for on-boarding the 3 new members with portfolios (see Task 9, letter h)*

Section II C. Immediate Past-President

1. Responsibility
  - a) Change Executive Committee to Executive Board.
2. Other Duties
  - e) This is an addition:  
*The immediate past president is responsible (along with the President-Elect and President) for on-boarding the 3 new members with portfolios (see Task 9, letter h)*

Section II E. Financial Officer

Name to be changed to *Financial Officer/Secretary*.

The entire description needs to be reviewed to determine which responsibilities and duties will be completed by the AO, and thus, removed from the description.

1. Responsibility
  - i) This is an addition:  
*Serve as the officially designated Secretary of Division 14 of the American Psychological Association, and will be responsible for carrying out all official functions associated with that role, including the submission of the Annual Report to APA. (see Task 6, 2aiii and 2b).*

**Attachment 6: Proposed Changes to Administrative Manual re:  
Officers with Portfolio**

SECTION II  
F. OFFICERS-WITH-PORTFOLIO

**I. Responsibility:**

All Officers with Portfolio shall:

- a) Serve on the Executive Board
- b) Attend all scheduled meetings of the Executive Board
- c) Serve as ex-officio members of all standing and ad hoc committees assigned to their portfolio
- d) Carry out other duties as may be delegated by the President.
- e) Be responsible for coordination and oversight of the goals and activities of standing and ad hoc committees assigned to their portfolio
  - i. The eight elected officials with their areas of responsibility and assigned committees are as follows:
    - Conferences and Programs: Includes the SIOP Conference, SIOP Program committee, CE workshops, Leading Edge Consortium, APA program committee, APS committee, conference site selection and meetings logistics.
    - Publications: Professional Practice Series, Frontiers Series, SIOP Journal, future book series or journals.
    - Communications: Electronic communication committee, Website, TIP, SIOP Newsbriefs (e-newsletter), member e-mails. Member mailings (snail mail). Electronic communications including podcasts, blogs, bulletin boards etc.
    - External Relations: Visibility committee; international relations subcommittee of Professional Practice. Other functions include: Establishing and developing relationships with inter-national organizations (including EAWOP, British Psychological Association, and SIOPSA) student chapters, other associations

(including APA, APS, the Federation), other APA Divisions, SHRM and regional/local chapters.

- Membership Services: Membership committee, awards committee, CEMA, fellowship committee, placement and JobNet, Historian. Other functions include: conducting member surveys, recognition and award programs, online member directory, could include institutional research.
  - Professional Practice Support: Professional Practice committee (including Consultant Locator), state affairs committee. Other functions include: Services and support to members involved in practice, including placement, exploring options related to licensing and accreditation, providing greater opportunities for professional networking, contributing to guidelines for professional practice, provide input to the planning and execution of conferences and publications.
  - Instructional and Educational Support: Education and Training Committee (including doctoral consortium, masters consortium, program coordinator network, ambassador program, updating graduate training program listing/information on website, I-O Teaching Wiki.
  - Research and Science Support: Scientific Affairs committee. Other functions include: Services and support to members involved in the conduct of basic and applied research, including administration of the SIOP small grants program, establishing relationships with funding agencies to promote I-O-related funding, advocacy in funding agencies for SIOP research, writing of white papers on topics important to SIOP members.
- ii. The Executive Board meets Sunday and Monday after the SIOP conference (usually in April). See item vi below for activities that must be done prior to the April board meeting. At the April Executive Board meeting, you are responsible for:

- Reporting on major accomplishments or major issues arising within committees assigned to you.
  - Raising any issues or action items that the chairs of your committees want raised. (If particular problems or changes require an Executive Board vote, they must be on the Board meeting agenda for discussion and vote.)
  - Meeting with your chairs to discuss the goals that they have for their committees for the upcoming year. New chairs may not have formulated goals, in which case it is valuable to discuss with them the SIOP strategic plan and its relationship to their committee.
- iii. Within a month of the SIOP conference, committee chairs should send you their goals for the year. You are responsible for:
- Ensuring agreement between goals and the strategic plan, or understanding reasons why particular goals do not appear consistent with the strategic plan.
  - Compiling these into a report.
  - Submitting the report to the Administrative Office (AO) so that it can be posted on the EC meeting.
- iv. For the September (Fall) EC meeting:
- Within one month before the meeting, committee chairs should send you:
    - A brief report describing progress relative to their goals.
    - A list of problems or actions to be raised at the EC meeting. Action items should then be forwarded to the President.
  - No less than one week before the meeting, you must:
    - Submit any agenda items to the Administrative Office and copy the President on the correspondence.
    - Prepare and submit a summary report to the AO for posting on the SIOP EC website.

**Comment [KK2]:** This read “Secretary” in the old version.

**Comment [KK3]:** This read “Cluster Update Report” in the old version.

- During the September EC meeting, you are responsible for:
  - Delivering highlights of the summary report (if on the agenda).
  - Raising any issues or action items that the chairs of your committees want raised.

**Comment [KK4]:** 2 changes here. It use to be deliver the entire report, but the norm is "highlights" if at all. 2<sup>nd</sup>, in recent meetings, the old cluster reports are skipped altogether and the agenda is organized around the strategic plan. Leaving the "if..." clause leaves flexibility.

v. For the January (Winter) EC meeting:

- Within one month before the meeting, the committee chairs should send you:
  - A brief report describing progress relative to their goals.
  - A list of problems or actions to be raised at the EC meeting. Action items should then be forwarded to the President.
- No less than one week before the meeting, you must:
  - Submit any agenda items to the Administrative Office and copy the President on the correspondence.
  - Prepare and submit a summary report to the AO for posting on the SIOP EC website.
- During the September EC meeting, you are responsible for:
  - Delivering highlights of the summary report (if on the agenda).
  - Raising any issues or action items that the chairs of your committees want raised.

vi. In late January/early February, in preparation for the April EC meeting, you should:

- Remind committee chairs to submit proposed budgets for the following year. This reminder may also come from the AO. Budgets must be forwarded to the Financial Officer/Secretary by February 15.
- Solicit "Year-End" reports from the committee chairs. These reports should describe progress towards goals articulated at the beginning of the SIOP year.

- After new committee chairs are appointed, remind outgoing chairs to contact their replacements and ensure a smooth transition by briefing them, forwarding material, and answering all their questions.
- Remind all chairs to thank their committee members for their services.
- Remind all chairs to forward relevant materials to the Historian.
- Remind all chairs to submit updates to the SIOP Administrative Manual to the AO.
- Solicit committee chairs for issues to be raised at the EC meeting.
  - Submit any agenda items to the Administrative Office and copy the President on the correspondence.
- Prepare and submit a summary report to the AO for posting on the SIOP EC website.

**Comment [KK5]:** Old version told chairs to “update the ...manual”. This is technically more accurate.

vii. Throughout the year:

- You should provide support for committees within your portfolio. This may include:
  - Assist in the socializing and training of new chairs
  - Assist committee chairs in formulating goals, identify obstacles to goal achievement, and monitor progress towards goal achievement
  - Identify synergies across committees and assist in achieving goals that cut across multiple committees
  - Identify means of process improvement for completing the work of the Society
  - Serve as a sounding board for chairs regarding new ideas
  - Provide feedback to committee chairs
  - Communicate with other Board members concerning issues of long-term concern for your committees

**Comment [KK6]:** The sub-bullets here come from the existing manual but are under the role of group (cluster) coordinator, in the LRP section. I’ve moved them here. These are the positive role behaviors w/ respect to committees. Actions when committees are dysfunction appear next.

- You are responsible for ensuring that committee work is consistent with the strategic plan of SIOP. As new opportunities or challenges emerge within SIOP or within individual committees, it is appropriate to engage in long-term strategic planning and think of ways these opportunities and challenges can be addressed through the existing committee structure or by creating new ad hoc committees or task forces as necessary. These ideas should be presented at the next EC meeting.
- As an ex-officio member of all committees within your portfolio, be aware of progress and/or lack of progress by all standing and ad hoc committees assigned to you. While most committees make timely progress on their goals, because committees are chaired by and staffed by volunteers, there may be instances in which committees do not make adequate progress towards any or all goals.
- When a committee is not making adequate and timely progress towards its goals, steps should be taken to address the problem:
  - The President should be notified; there may be extenuating circumstances known to the President that are not known by you.
  - The committee chair should be approached and the lack of progress pointed out. A preliminary goal should be an understanding (on your part) of the reasons for lack of progress and a commitment (by the chair) to return to schedule.
  - If progress is still a concern, the chair should be contacted again and appropriate influence tactics can be applied such as positive expertise, moral appeal, positive self-feeling, and positive esteem of others.
  - If progress remains a concern, the issue of replacing the chair should be placed by you on the agenda for the next

**Comment [KK7]:** In July, we talked about O w/ P as having responsibilities for “long range” or strategic planning w/ respect to the functions of their portfolio. This bullet tries to capture that.

**Comment [KK8]:** At the July meeting, we had some discussion about the amount of bureaucracy and hierarchy we want to build into these roles. Recall that a perceived weakness of the cluster system was inconsistencies across coordinators in “leading” a cluster. My read of the discussion is that there needs to be some oversight and some responsibility assigned to these officers, but not to go overboard. This is my attempt to do that.

EC meeting. In preparation for this discussion, it is important to be able to document the problems and your efforts to resolve them, as well as suggest names of alternative chairs.

The three Officers with Portfolios serving in their third year (or, in one year out of three: two Officers and the Financial Officer/Secretary) will also serve on the Long Range Planning Committee. Committee duties are described in Section III, I.

The three Officers with Portfolios serving in their third year (or, in one year out of three: two Officers) will also serve on the Emergency Action Committee.

SECTION III

I. LONG RANGE PLANNING COMMITTEE

1. Responsibility:

The Committee on Long Range Planning (LRP) shall review the affairs of the society and make recommendations to the Executive Board and the Members concerning ways and means by which the Society’s purpose can be met and/or the strategic plan enhanced. LRP shall meet as designated by the President.

Comment [KK9]: Added to old version

2. Committee Members

The President, President-Elect, the Past-President, Financial-Officer/Secretary, and three Officers with Portfolio serving in their third year on the board are the members of the Long Range Planning Committee. In one year out of three, there will be only two Officers with three years tenure. In these years, LRP will be reduced by one.

Comment [KK10]: Added as well. LRP has not been meeting regularly and it’s unclear whether it will in the future. This was something the task force discussed but never really focused on. This language leaves the function of LRP intact, but creates flexibility in meeting.

The President shall appoint one Officer with Portfolio to serve as chairperson of LRP. The LRP Committee Chair, at the end of the term, shall submit obsolete materials related to this position to the SIOP archives. These materials can be sent to the SIOP Administrative Office, in care of the SIOP Historian.

Comment [KK11]: This is a change. In the past, it was the senior member-at-large, but now there are 2 or 3 w/equal experience.

3. Sunsetting Procedures for Committees

Society bylaws call for reauthorization of standing committees every five years and ad hoc committees every two years. Sunsetting reviews are conducted by third-year Officers with Portfolio on the Executive Board, who submit their recommendations to the Board for a reauthorization vote. In the event that there are only two third-year Officers and a large number of committees to sunset, a second year Officer may be asked to assist.

Sunset reviews are normally conducted between the Fall and Winter Meetings of the Executive Board.

The schedule for reviewing committees is as follows:

Years ending in 0 and 5:

Organizational Frontiers, Professional Practice, Scientific Affairs, State Affairs

Comment [KK12]: Consultant Locator appears in the existing manual, but this is not a separate committee (under Professional Practice) so I deleted it.

Years ending in 1 and 6:

Comment [KK13]: These don’t hang together well, but they need to be somewhere and previously only LRP was here.

Long Range Planning, Professional Practice Series, Fall Consortium, SIOP  
Journal

Years ending in 2 and 7:

Electronic Communications, Program – APA, Program – APS, Visibility,  
TIP

**Comment [KK14]:** 2 ad hoc committees that no longer exist were dropping from existing manual.

Years ending in 3 and 8:

SIOP Program, Continuing Education/Workshop, Doctoral Consortium  
(subcommittee of E& T), Education and Training, SIOP Conference.

**Comment [KK15]:** Dropped from here is Tutorials (subcommittee of Program) and Professional Practice, which is moved elsewhere.

Years ending in 4 and 9:

Membership, Fellowship, Awards, Historian, Foundation, LGBT (ad hoc),  
Placement and JobNet, CEMA

The following steps are followed by members of the Long Range Planning  
Committee for a sunset review:

a) Review Bylaws and Administrative Manual

The Society Bylaws are reviewed for the relevant committee descriptions and  
official duties. The committee section of the Administrative Manual is also  
reviewed to ensure that it is up-to-date.

b) Contact committee chairs for information

Current and past committee chairs are contacted for information that will help  
evaluate the committee. Recent committee reports are requested and reviewed,  
and chairs are asked to respond to the following questions.

- 1) What are the routine tasks and obligations of the committee?
- 2) How well have these been handled?
- 3) What are the regular and recurring expenses of the committee?
- 4) What special projects have been assigned or assumed?
- 5) What are noteworthy successes or failures?
- 6) Should the committee continue to exist?

- 7) What is needed to make the committee more effective?
- 8) How is the committee relevant to addressing one or more of the strategic goals of the Society?

Comment [KK16]: Changed from "issues"

c) Review minutes

Minutes of recent meetings of the Executive Board are reviewed for insight relevant to the committee being sunsetted.

d) Formulate assessment of the committee

In conjunction with the current committee chair, the LRP Committee member conducting the review formulates an assessment of the committee. The following questions are addressed:

- 1) Is the committee still needed?
- 2) If the committee continues to exist, should there be any changes in its purpose and function, structure, or budget and resources?
- 3) Are committee materials (e.g., Administrative Manual) complete and up-to-date?

e) Present assessment to the Long Range Planning Committee

At a meeting of the Long Range Planning Committee, the member responsible for the review presents his or her assessment to the committee. A consensus is reached on a recommendation to the Executive Board.

f) Make recommendation to the Executive Board.

The Long Range Planning Committee presents its recommendation on committees having undergone a sunset review at the next Executive Committee meeting, where a vote is taken regarding the future of the committee.

g) Change Bylaws

Sunsetting of the current standing committees or the addition of new standing committees requires a change in the Society's Bylaws. Proposed Bylaws changes should be prepared and put to a vote of the Members according to procedures specified in the Bylaws.

### 3. Committee Meetings

The committee may hold strategic planning meetings in conjunction with the Fall and Winter Executive Board meetings or the Spring meeting at the annual

conference. These meetings may be called by the LRP chair or by the President as tasks and issues arise. These committee meetings usually occur the day before or several hours prior to the regularly scheduled Executive Committee meetings. The focus of these meetings is either on the sunset reviews or strategic issues facing the Society.

**Comment [KK17]:** Sentence added to convey that LRP doesn't have to meet and can meet on their own or at the request of the President.

**Comment [KK18]:** There were specific examples provided, but those were deleted because they have been largely resolved or so as not to be delimiting in examples.