Operational Audit Committee

Region 3 Areas Structural Review & Recommendations
Report to Region 3 Delegate/Director
27 March 2019

OAC AUDIT REPORT CONTENTS

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Keywords:
Area, Area Chair, and Area Chair Role & Term

Area - An Area is a part of a Region, consisting of several Sections, states, provinces, or countries which may be established by the Region Committee as a management and administrative organizational unit of IEEE to fulfill the communication needs and management/administrative missions of the Region within the territory prescribed.

1. The Region Director may appoint Area Chairs to serve a one- or two-year term during the incumbency of the Region Director.

2. The Area Chair acts on behalf of and at the direction of the Region Director on specific assignments related to the management and administration of the Region.

3. The Area Chair(s) may serve on the Region Committee with the approval of the Region Committee.

MGA Operations Manual February 2019, Section 9, 9.2 A, page 81

Keywords (Continued)

- ## Section 5: Area/Council Chairs
  - Area/Council Chairs will assist the Region 3 Delegate/Director and Region 3 Delegate/Director-Elect in maintaining clear and effective communications with all organizational units within their assigned area. They will assist their units in every possible way, conducting workshops; making personal visits and frequent contact with all units; monitoring progress on membership development activities; student activities, etc.; and helping to solve any problems that may develop. Except as provided in Section 6 below, the geographical area assigned to each Area/Council Chair will be determined by the Region 3 Delegate/Director, utilizing State boundaries wherever possible.

- ## Section 6: Council
  - Where the Sections in a state or other geographical area form a Council and elect a chair, this elected chair will serve also as the Area Chair for that group of Sections.

  BYLAWS FOR REGION 3,   (Adopted April 10, 1978; Last amended April 2, 2017)

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Keywords (Continued)

- **Geographical Areas (IEEE Bylaw I-402.2 Region Boundaries)**

  Region 3 is comprised of nine geographical Areas, eight Areas in the Southeastern U.S.A. and the island of Jamaica as part of its territory.

  - **Area 1, Virginia Council** *(VA Council no longer exists)*
  - **Area 2, North Carolina Council**
  - **Area 3, Georgia**
  - **Area 4, Florida Council**
  - **Area 5, Tennessee Council, Arkansas (partial)**
  - **Area 6, Alabama, Mississippi**
  - **Area 7, South Carolina Council**
  - **Area 8, Kentucky, Indiana (partial), Illinois (partial)**
  - **Area 9, Jamaica**

- **An Area Chair represents the Region in each Area. It is permissible to substitute a Council Chair in the event the Council boundaries encompass the geographic Area. There can be one or more Councils in an Area. The Area Chairs are appointed by the Region 3 Delegate/Director for a one or two year term in accordance with MGA Operations Manual, Section 9.2.A.1. The Council Chair is popularly elected by the members of the respective Council (IEEE Bylaw I-402.3) as defined in the MGA Operations Manual, Section 9.3.E.4. Council organization and operation is outlined in IEEE Bylaw I-402.3. Areas function under the direction and management of the Delegate/Director as specified in IEEE Bylaw I-402.2, and the MGA Operations Manual, Section 9.2.A.2.**

Problem - Situation

The Region 3 Operational Audit Committee was charged by the Region Delegate/Director to review the Area Structure of the Region and make recommendations to the Director regarding their findings. The OAC members are:

- Bill Harrison, Bill Marshall, Bill Ratcliff (Region, Area, and Section leadership experiences)
- Jacquelyn Cunningham (Region, Area, Council, and Section leadership experiences)
- Steve Kemp (Current Area Chair and Section Chair)

Audit Approach

❑ Define the Region 3 Area/Council Structure Problem and issues (Jacquelyn C)

❑ Develop audit procedure and schedule (Bill H and Bill R)

❑ Design surveys, questionnaires, forums, how to collect information needed for audit (Bill M – lead, Bill H and Bill R)

❑ Prepare list of contacts for data collection (Bill M – lead, Bill H and Bill R)

❑ Compile and analyze data (OAC)

❑ Discussions (OAC)

❑ Develop findings recommendations (OAC)

❑ Meet as often as determined by OAC

OAC Findings

❏ Members of the OAC agree the current Region 3 Area Structure is not working to the best benefit of the Members or Sections.

❏ The optimal operation of Region 3's Areas are yet to be determined.

❏ The Committee offers three perspectives for moving forward to this determination.

1. CONCLUSIONS/RECOMMENDATIONS
Harrison, Marshall & Ratcliff

- Eliminate the existing geographic Area Structure for Region 3, Areas 1 – 9

- Eliminate the Area Chair positions for Region 3, Areas 1 - 9
  - This change eliminates nine voting positions from the Region 3 Executive Committee and eliminates nine votes from the Region 3 Committee
  - Eliminating Area Chairs leaves 41 sections relating directly to the Region 3 ExCom Standing Committees

- Extend an invitation to the Councils to participate in the Region 3 ExCom / Region Committee to provide a needed perspective with no vote since they have no Governance Responsibility

- Create an Ad Hoc team to engineer an Area Support function and implement in Region 3 which at a minimum includes the following:
  - Mission /Charter that aligns with the strategic direction of Region 3
  - Critical Success Factors that are required for Area Support to function
  - Functions / Processes of the Area Support
  - Structure of the Region 3 ExCom and Region 3 Committee to perform the Area Support Functions
  - Roles and Responsibilities
  - Expectations and Outcomes and associated metrics
  - Education and Training requirement

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2. CONCLUSIONS/RECOMMENDATIONS
Jacquelyn Cunningham

Based upon the findings, I would inform of the following:

- Region activities, surveys, conferences, and conference calls, I believe the members are rejecting this "top knows best" approach to R3.

- R3 should keep Areas but leverage Areas more effectively by reorganizing areas based upon a grouping defined by the Sections. We see non-politically organized Areas in all other US Regions and in IEEE's history we can find Areas similarly (non-politically) organized in AIEE. and IRE. Benchmarking against organizations with exploding professional memberships, to whom we find IEEE is losing members, multi-state districts are the norm. These organizations include NASBE, PMI, organizations of corporate and government IT/IS.

- Area Sections should elect their leadership not R3 (appointment) and have more than a Chair position. R3 executive committee should include these new Chairs. R3 Standing Committees should pull from Area leadership, allowing true input from Sections. Area Chairs should be able to serve the Region in the absence of the Region Chair, in specific scenarios.

3. CONCLUSIONS/RECOMMENDATIONS
Steve Kemp

- Keep the Area Structure; it is not flawed, but neglected.

- Train Area Chairs or replace them as needed with more experienced individuals

- Assign Areas Responsibility to the Sections Support Committee (SSC)

- Initially, leave the Section assignments to Areas as they are. Changes can be made with experience.

- Area Chairs need to meet regularly with Region SSC

- Area Chairs need to meet regularly with their assigned Sections

- Any Section volunteers wishing to attend Region SSC meetings are welcome to do so.

- The internals of meetings, goals & objectives, reporting, etc., can be worked out by the SSC.

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Appendix A

Define the Region 3 Area/Council Structure Problem and Issues
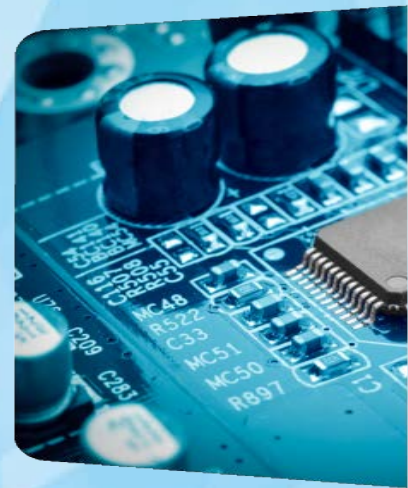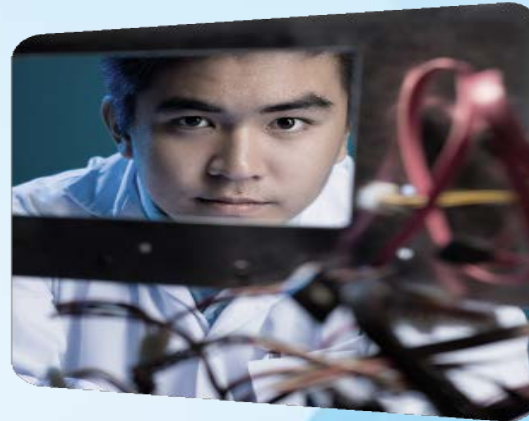
Define the Region 3 Area/Council Structure Problem and Issues
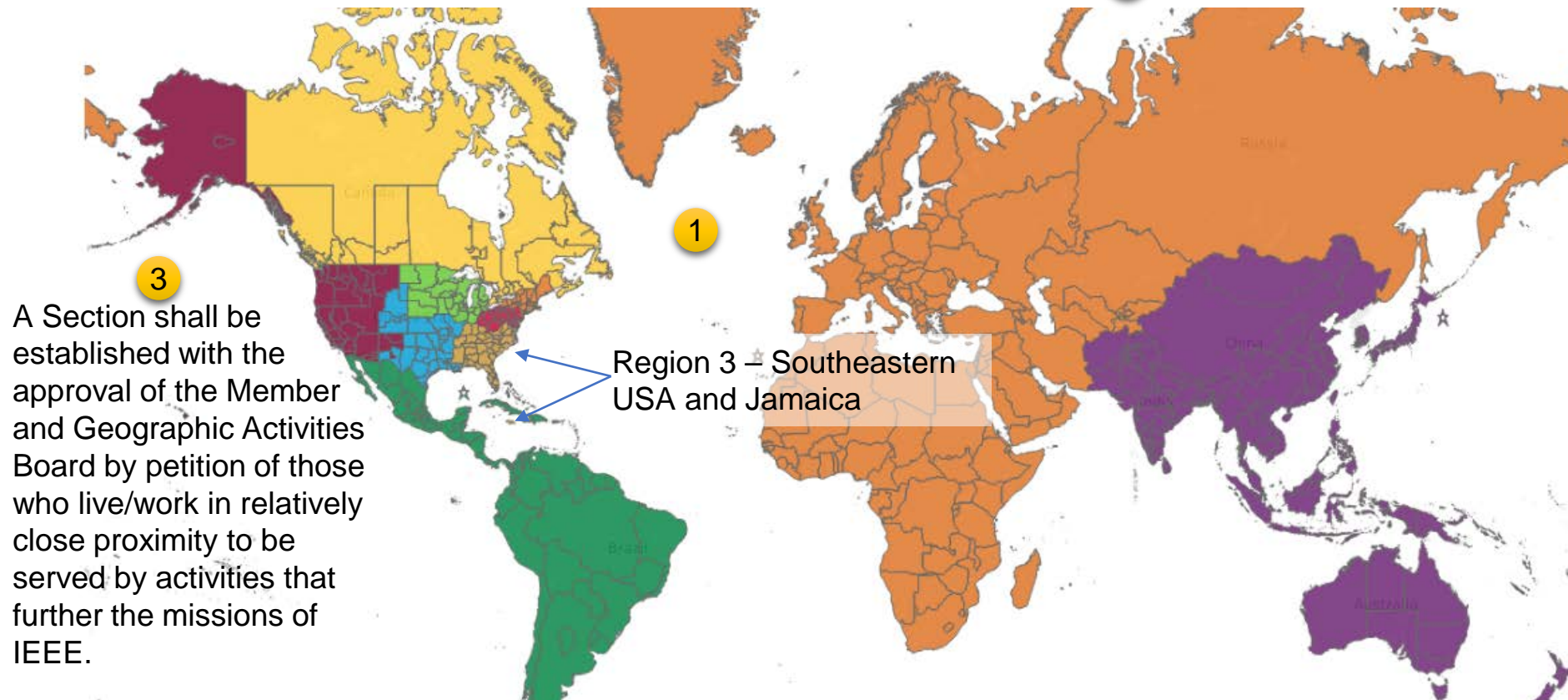
Jacquelyn D. N. Cunningham

For the Region 3 Operational Audit Committee (6/26/2018)

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IEEE Geographic Organizational Structure

This section provides the fundamental geographic organizational structure of IEEE Regions, a comparison and contrast of Areas and Councils, and a view of the Area/Council structure of Regions 1-6.

IEEE

IEEE Global Org Structure: Fundamentals

"In intent, all parts of the world are in a Region"

1

2

3

"A Section shall be the basic operating geographic organizational unit of IEEE … ."

4

"For those members and geographic units that do not belong to an actual Section, the Region to which they belong acts as their parent. "

3

A Section shall be established with the approval of the Member and Geographic Activities Board by petition of those who live/work in relatively close proximity to be served by activities that further the missions of IEEE.

Region 3 – Southeastern USA and Jamaica

[1] IEEE OU Analytics Region Summary Map https://tblanalytics.ieee.org/#/site/IEEE/views/GeoOUAnalysis/RegionSummary?:iid=3
[2] IEEE Constitution & Bylaws https://www.ieee.org/content/dam/ieee-org/ieee/web/org/ieee-constitution-and-bylaws.pdf, I-402.1 Pg 400.1
[3] IEEE Constitution & Bylaws https://www.ieee.org/content/dam/ieee-org/ieee/web/org/ieee-constitution-and-bylaws.pdf, I-402.4, Pg 400.2
[4] IEEE MGA Operations Manual : https://mga.ieee.org/images/files/MGA_Operations_Manual_02.2018.pdf , Section 9.8, Pg 74

IEEE Region Org Structure

Regions and Subunits: Areas, Councils, Sections, Subsections, Chapters, Student Branches, Student Branch Chapters, and Affinity Groups
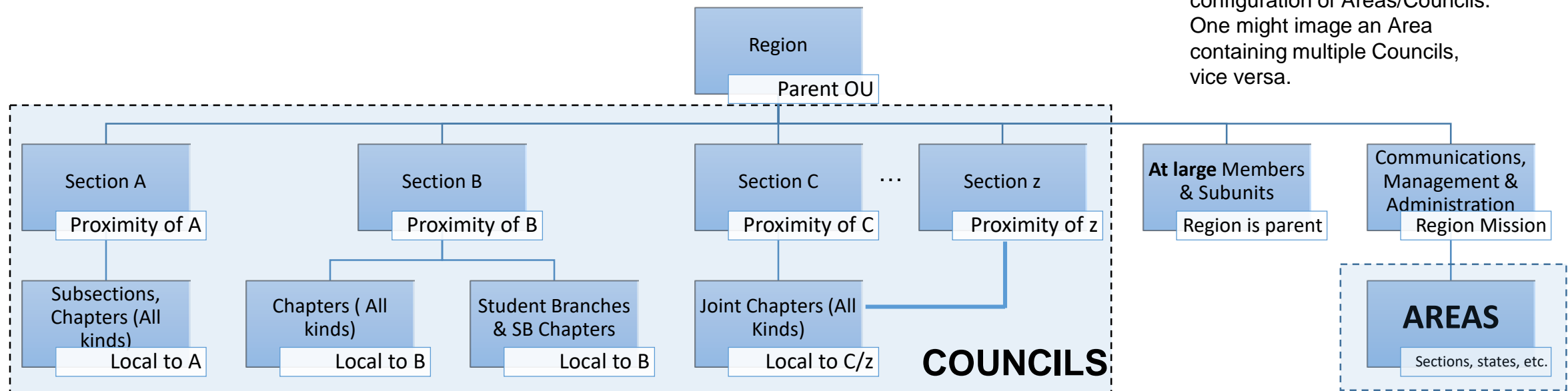
NOTE: This is just one configuration of Areas/Councils. One might image an Area containing multiple Councils, vice versa.

Region	
	Parent OU

Section A		Section B		Section C	...	Section z		At large Members & Subunits		Communications, Management & Administration	
	Proximity of A		Proximity of B		Proximity of C		Proximity of z		Region is parent		Region Mission

Subsections, Chapters (All kinds)		Chapters (All kinds)		Student Branches & SB Chapters		Joint Chapters (All Kinds)		**AREAS**	
	Local to A		Local to B		Local to B		Local to C/z		Sections, states, etc.

COUNCILS

"A Council may be formed by agreement of a group of contiguous Sections and it exists at their pleasure.

"An Area shall generally consist of several Sections, states, provinces, or countries "

◆IEEE

IEEE Council versus IEEE Area

Compare and Contrast Basic Area/Council Org Unit Attributes

Attributes	A Council	An Area
Territory	Is contiguous Sections within the same Region	Is prescribed Sections within the same Region, by the Region Committee, but need not be contiguous
Relationship	Can contain or overlap an Area(s); be equivalent	Can contain or overlap a Council(s); be equivalent
Formation	Is petitioned by Member Sections; approved by Region Director & MGA Board	Is petitioned by the Region Committee
Title	Is indicative of Member Sections' territory	Is indicative of purpose/mission assigned by the Region
Scope	Is delegated tasks only from Council	Is delegated tasks only on direction of the Region Director
Deliverables	The results through joint efforts of Member Sections	Region communications, management and administration to the Area
Leadership	The Council Committee assigned by Member Sections	The Area Chair appointed by the Region Director
Governance	IEEE Constitution & Bylaws/MGA Operations Manual	The Region Constitution & Bylaws as approved by MGA Board
Unit Expiration	As established by the Member Sections	As established by the Region Committee (1- or 2-year terms)
Funding	As determined by the Council and Member Sections	As approved by the Region Committee/Director
Rebates	Only if a Council has Chapters/Affinity Groups	None awarded
Annual Reporting	Yes – to IEEE	Yes –to Region

IEEE Constitution & Bylaws https://www.ieee.org/content/dam/ieee-org/ieee/web/org/ieee-constitution-and-bylaws.pdf, I-400.402.4, Pgs 400.1-2
IEEE MGA Operations Manual https://mga.ieee.org/images/files/MGA_Operations_Manual_02.2018.pdf

IEEE Areas in Regions 1 – 6

A High-level Review of Areas in IEEE USA

Role/ Responsibilities	Region 1 Area Chair	Region 2 Area Chair	Region 3 Area Chair/Council Chair	Region 4 Area Chair	Region 5 Area Coordinator	Region 6
Number of Areas	Four	Four	Nine	Four	Four	Five
Area Titles (#Sections)	Western (5), Central (6), Northeastern (5), Southern (6) **=22**	Central (6), East (4), South (3), West (7) **=20**	Area1 VA (4), Area2 NC (5), Area3 GA (3), Area4 FL (12), Area5 TN (5), Area6 AL/MS (4), Area7 SC (4), Area8 KY/IN(3), Area9 JAM (1) **=41**	Large (8), Medium (5), East Small (4), West Small(9) **=26**	North (6), East (8), South (6), West (6) **=21**	Central (6), Northwest (7), Northeast (6), Southwest (8), Southern (8) **=35**
Councils	None Indicated	None Indicated	Yes (1-SC, 1-NC, 1-FL, 1-TN)	None Indicated	None Indicated	Yes (1-Central, 1-Southern)
Appointed by Region Director	Yes	Yes	Yes	Yes	Yes	Yes
Communications with his/her Sections	Yes	Yes	Yes	Yes	Yes	Yes
Awards / Recognition Committee	Yes	Unknown	Yes	Unknown	Yes	Unknown
Significant Duties	Yes (Very)	Yes (Very)	Yes – if no Council exists No – if both Area & Council exists	Yes (Very)	Yes (Very)	Yes (Very)

IEEE Constitution & Bylaws https://www.ieee.org/content/dam/ieee-org/ieee/web/org/ieee-constitution-and-bylaws.pdf, I-400.402.4, Pgs 400.1-2
IEEE MGA Operations Manual https://mga.ieee.org/images/files/MGA_Operations_Manual_02.2018.pdf

Findings: Defining IEEE Region 3 Org Structure Problem/Issues

Using the Available Data

Finding #1: Greater Region 3 Support is Needed for Area OUs

Strengthen the Area OU

The Area OU and Area Chair are loosely defined in the IEEE Constitution & Bylaws and the MGA Operations Manual. This verbiage is referenced and extended in the Region 3 documents but additional guidance such as the Area Chair's relationship to other Region 3 roles is needed.

- See the Region 1 document for information on how this Region strengthened the Area Chair and the Area OU.
  - 5.0 AREA CHAIRS
  - 5.1 Responsibilities
  - 5.2 Guidelines
  - 5.3 Authority

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Finding #2: Most IEEE USA Regions Prefer Area OUs

See the numbers provided on the previous slide

IEEE USA Regions have mostly adopted Areas rather than Councils as the preferred OU for grouping Sections. Given the role of Area, this provides a deliberate path for greater accountability to the members and consistent communications, management and administration of the mission of the Regions.

- IEEE USA (Regions 1-6):
  - 50 States
  - 165 Sections
  - 30 Area OUs

- However, in Regions 1-6, there are only
  - 6 Council OUs
  - 26 Sections contained in those Councils
  - 24/26 Sections are in Region 3
  - 2/26 Sections are in Region 6

Finding #3: Segregation of Duties Issue

Making the Council Chair the Area Chair can create unauthorized access to member data

From the Region 3 Bylaws:

▶ "A Council may be formed by agreement of a group of contiguous Sections, and it exists at their pleasure. It is intended to act as a subordinate committee of the Sections... ."

▶ NOTE: It's conceivable that states such as Georgia and Florida could eventually host multiple Councils within their single Area.

▶ "Area/Council Chairs will assist the Region 3 Delegate/Director and Region 3 Delegate/Director-Elect in maintaining clear and effective communications with all organizational units within their assigned area. ..."

Issues:

● The elected Council Chair will gain access to Sections not in the Council.

● The Council Chair will gain access to the PII for all members of the Area, even thought the non-member Section(s) of the Council opted out of the Council.

● Consider this scenario: If the Council Chair leverages Area data for an EU member who is not a member of the Council, would this be a GDPR breach?

● Consider this scenario: If an Area creates multiple Councils, what will be the approach?

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Finding #4: Political Boundaries Issues

"Names for Sections, Geographic Councils, and Subsections shall be descriptive of the geographical area they encompass without reference to political designations." MGA

From the Region 3 Bylaws:

- "Section 5: … the geographical area assigned to each Area/Council Chair will be determined by the Region 3 Delegate/Director, utilizing State boundaries wherever possible. "

- "Section 6: Council - Where the Sections in a state or other geographical area form a Council and elect a chair, this elected chair will serve also as the Area Chair for that group of Sections."

So,

- In Region 1, Areas have the following names:
  - Western, Central , Northeastern, Southern

- In Region 2:
  - Central, East, South, West

- In Region 3: NC, SC, FL, GA, TN, KY, VA, JAM, AL/MS (Kansas, Illinois, Indiana)

- In Region 4:
  - Large, Medium, East Small , West Small

- In Region 5:
  - North, East, South, West

- And, in Region 6:
  - Central, Northwest, Northeast , Southwest, Southern

Finding #5: Too Many Area OUs in Region 3

This is also clear in Finding #4.

●As compared to the more purposeful titles used in other IEEE USA Regions, the use of political boundaries in Region 3 has contributed to an unprecedented number of Areas and, perhaps, Sections.

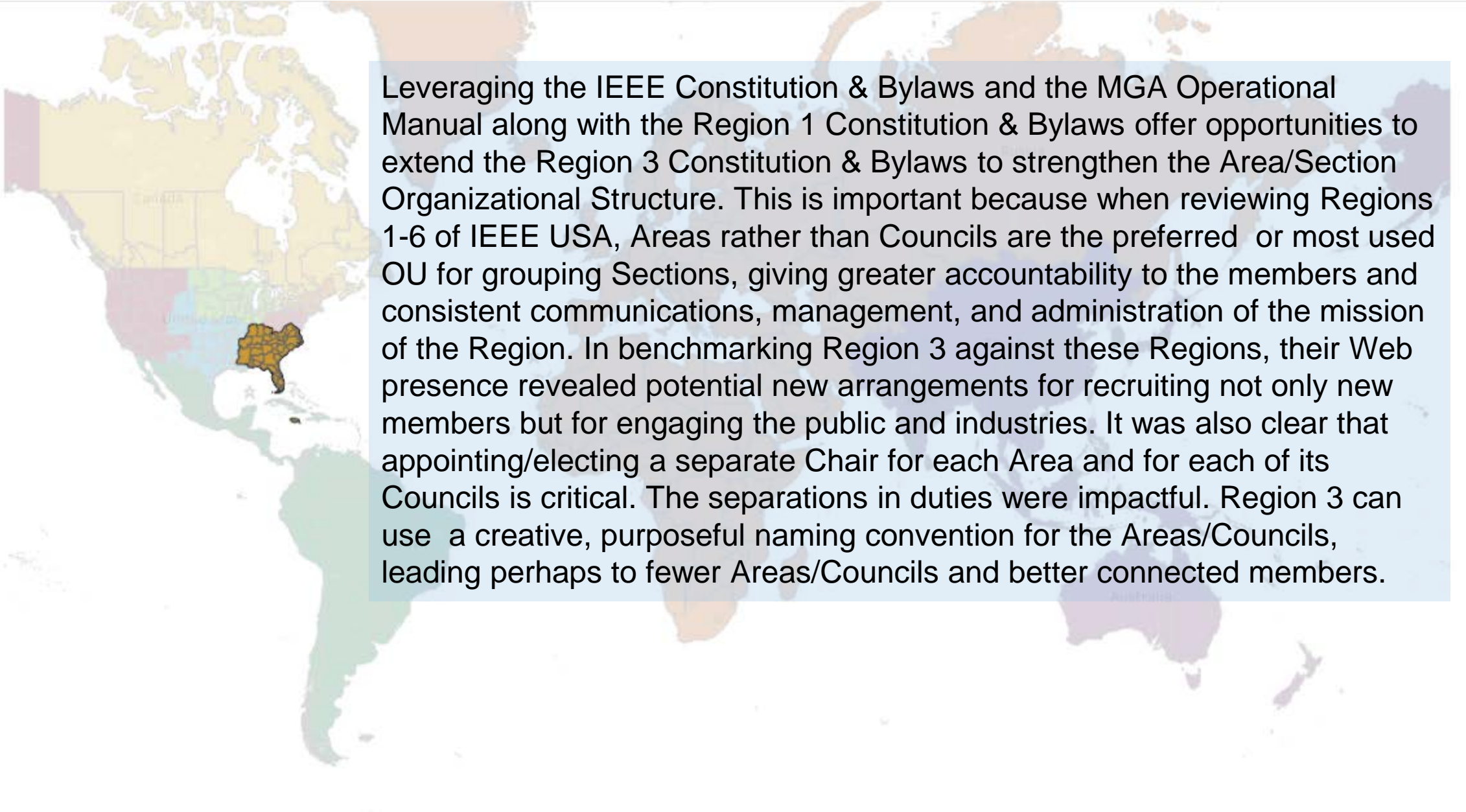| Observations	Region 3	Other IEEE USA Regions
Number of Areas per Region	9	Average 4
Number of Sections per Region	41	Average approx. 25
Number of Sections per Area	Average approx. 5	Average approx. 6
Number of States/Country	Approx. 11	Approx. 39

Finding #6: Serving Region 3 Members

Southeastern USA and Jamaica

▶ Region 3 Areas/Sections have significant numbers of members outside their boundaries (states). This impacts understanding of maps in OU Analytics in particular, since each Section's historical formation record lists its exact "territory." (Constitution & Bylaws)

▶ In the graphic at right from OU Analytics, the boundaries of the Areas/Sections/States of Region 3 are practically unrecognizable.

▶ Some Areas/Sections have members outside the Region into Regions 2, 4, and 5.
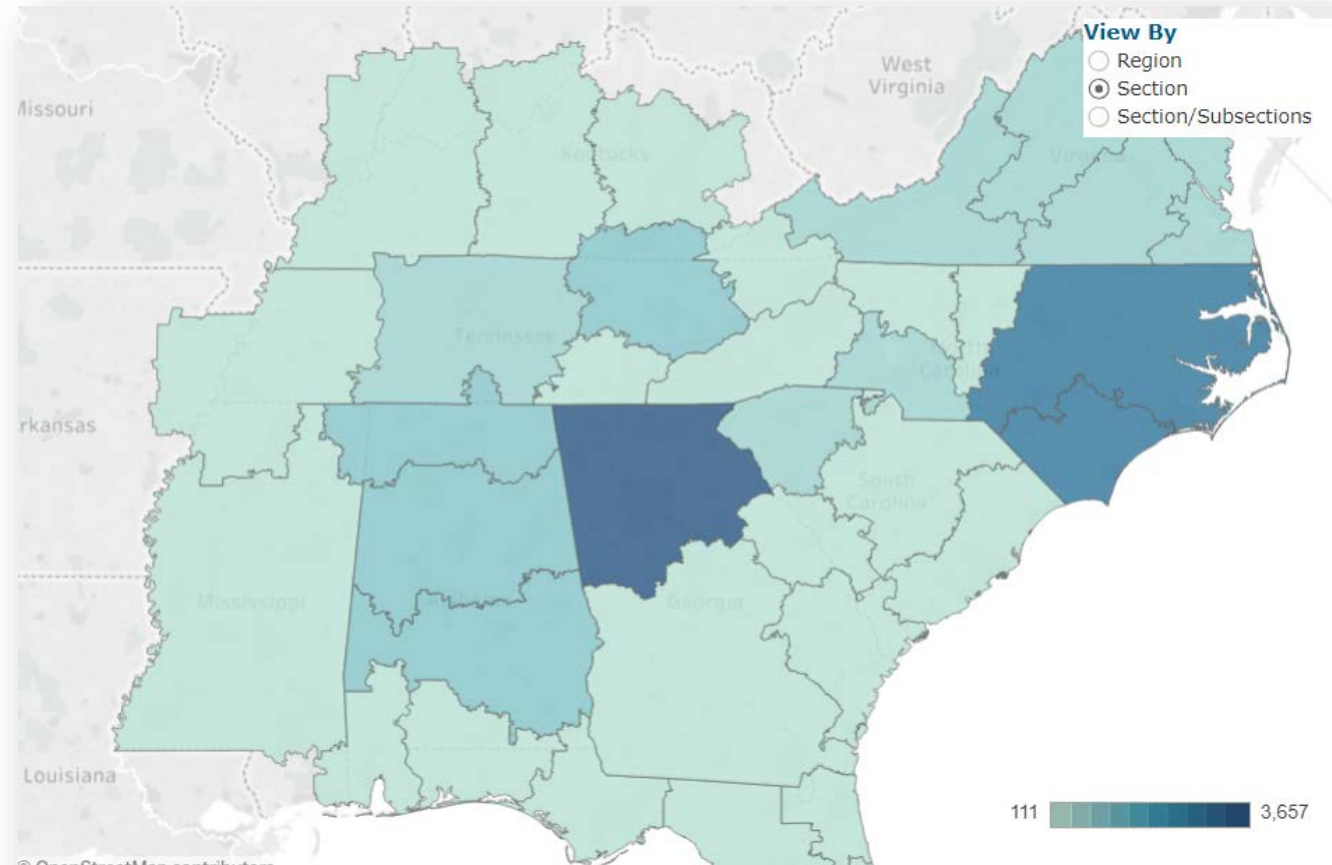
Conclusion: IEEE Region 3 Org Structure Problem/Issues

The key challenges appear to stem from how Areas are implemented in Region 3.

Leveraging the IEEE Constitution & Bylaws and the MGA Operational Manual along with the Region 1 Constitution & Bylaws offer opportunities to extend the Region 3 Constitution & Bylaws to strengthen the Area/Section Organizational Structure. This is important because when reviewing Regions 1-6 of IEEE USA, Areas rather than Councils are the preferred or most used OU for grouping Sections, giving greater accountability to the members and consistent communications, management, and administration of the mission of the Region. In benchmarking Region 3 against these Regions, their Web presence revealed potential new arrangements for recruiting not only new members but for engaging the public and industries. It was also clear that appointing/electing a separate Chair for each Area and for each of its Councils is critical. The separations in duties were impactful. Region 3 can use a creative, purposeful naming convention for the Areas/Councils, leading perhaps to fewer Areas/Councils and better connected members.

Forty one (41) Sections in Region 3

Alabama
Atlanta
Broward
Canaveral
Central Georgia
Central North Carolina
Central Savannah River
Central Tennessee
Central Virginia
Charlotte
Chattanooga
Coastal South Carolina
Columbia
Daytona
East Tennessee
Eastern North Carolina
Evansville-Owensboro
Florida West Coast
Gainesville
Hampton Roads
Huntsville

Jacksonville
Jamaica
Lexington
Louisville
Melbourne
Memphis
Miami
Mississippi
Mobile
Northwest Florida
Orlando
Palm Beach
Piedmont
Richmond
Savannah
Tallahassee Area
Tri Cities
Virginia Mountain
Western North Carolina
Winston-Salem

Appendix B

REFLECTIONS on AREAS and the AREA Chair
Steve Kemp

1. REFLECTIONS on AREAS and the AREA Chair
Steve Kemp

- Areas consist of an Area Chair and a number of geographically related Sections (however, they could be formed by size or other criteria), but it is unclear if or how the Sections are represented. In fact, the Area Chair represents the Region and NOT the Section.

- Councils are an organization of a number of geographically related Sections (in Region 3); as opposed to a number of technologically related Societies or a collection of techno-geographically related Chapters.

- Councils have officers elected by the Section-members (or member-Sections; and, there is a difference). Councils have bank accounts. Councils are an IEEE Organizational Unit. Councils do not 'belong' to a Region, but may or may not be comprised of Organizational Units (OUs) totally within a Region.

- Areas have no elected officers, but have a singular chair appointed by and serves at the pleasure of Region. Areas have no bank account. Areas have no status as an IEEE OU. Rather, they are an extension of the Region management structure; much like a committee, a 'Geographical Unit Committee if you will.

- Eliminating 9 Area Chairs will place 41 Section Chairs in direct contact with Region. It will eliminate a material (if unused/misused/lame and effectively dormant) management component of Region. If not replaced with another structure, it will empower an extra layer of management imposed by having Councils fill an interface roll; or, it will leave those Sections not having a Council with no collective liaison with Region.

2. REFLECTIONS on AREAS and the AREA Chair
Steve Kemp

- Sections are not 'in' a Council; rather, Sections can get together to form a Council. The Council is run by Section-elected delegates. (Is that by election-at-large of council delegates, or is it election to Council office by members of each participating Section?)

- Region is organized as: (1) Staff, (2) Committees and (3) Line; with 41 Sections, grouped into 9 Areas. A study of Region Structure might be necessary to understand why the Area structure isn't working.

- In Region 3, there are 4 Councils comprised of ?? Sections. But Councils do not 'belong' to a Region. A Council can consist of Sections from several Regions or two Technical Societies or a blend of Sections and Technical Societies (or their local Chapters).

- Councils are NOT members of a Region, but offer organizational flexibility and bridge the OU structures that are otherwise in place. Councils can have a bank account, but they have no activity requirement. Councils could fall within one or more Areas or between Geographical and Technical units; although all Region 3 Councils are Geographic in nature. This leads to confusion with those Sections that are in a Council getting representation through the council structure and those Sections without a Council not having representation other than through their Area chairs.

- Area Chair Training is needed. Councils answer to or support their member-Sections/Technical Societies.

- Section-Area-Region-IEEE communication pathways need support. Section-Council communication is outside the purview of Region.

3. REFLECTIONS on AREAS and the AREA Chair
Steve Kemp

- What is Region doing/not doing to effectively use it's Area Chairs?

- What can Region do to prove/disprove the value of having Areas with Area Chairs?

- How much time is required and what are the costs of such measures

- Can cost savings be achieved while making greater use of Area Chairs?

- How about a monthly Area Chairs meeting?

- How about having an Area Chairs Committee?

- How about a weekly 'open forum' WebEx (or two), much like Chris Wright's Sections Support Committee Meetings, but based more on questions asked than a formal program (which would be reserved to the monthly meeting). Maybe the weeks between SSC meetings could be with rotating hosts and be in a Q&A format, some of which may form the grist for the monthly meeting. Each meeting should have (1) a host, (2) a WebEx controller and (3) a secretary, with reports going to the Region 3 Section Support Committee Chair and Chris Wright.

4. REFLECTIONS on AREAS and the AREA Chair
Steve Kemp

- Area Chairs are not responsible for Councils, but may be assigned to support them if Councils so request and Region agrees for such an arrangement.

- Regardless of above, Area Chairs are to be noticed of Council meetings and welcome to attend.

- Area Chairs are to be noticed of Section meetings (both ExCom and Event) and welcome to attend.

- Area Chairs 'report' to the SSC, but can be invited to attend Region meetings as members of the SSC as one, a few 'delegates', or in the entirely, at the invitation of Region.

- Voting arrangements depend on how important Region believes its responsiveness to its Line Organization should be. One approach would be that the voting power of Areas should be by proxy vote, proportionately and on behalf of the Sections. Any Section dissatisfied with their Area Chair can petition Region for a replacement, without prejudice.

- (These recommendations may require changes in MGA Manual)

Appendix C - Survey Approach and Results

‣ Two surveys were administered via an online tool:

  ▪ Area Chair Survey - 7 of 9 Chairs responded
  ▪ Section Chair Survey - 8 of 41 Chairs responded

‣ Participation rate:

  ▪ Second poll and reminders were needed
  ▪ Section response rate was less than 20%

‣ Relevancy of the surveys:

  ▪ The perspectives of Area Chair versus Section Chair were vastly different but yielded topics relevant to the interest of the OAC's task

‣ Results of both surveys follow

REGION 3 SECTION CHAIR RESPONSES

FEEDBACK FROM SECTION SURVEYS

8. Do you believe you understand how the role of your Area Chair can support your Section?

- o I didn't see the correct option for how often I attend the Section Support meetings; it is "sometimes" for me. I attend when the topic seems like it might provide insights into something that I don't already know about. However, I do normally forward all invites to appropriate new officers or new committee chairs based on the topics that I think they would benefit from.

- o I see the Area Chair as a crucial management resource between Region and Section. (Councils serve the Sections/Societies that form them, while Area Chairs serve the Region for the benefit of the Sections.)

- o I do not have a full awareness of the role and responsibilities of this position.

- o Area Chair should be a Liason between Section Chairs. Area chair should disseminate information from one section to other. For example, what is the next technical session of Piedmont Section should be known to the Chair of Columbia Section and vice versa.

9. Do you believe that the R3 Area Structure serves Region 3 well?

- This is 2nd or 3rd time I have taken this survey without results being returned and with no known actions that benefit sections, chapters or societies. Continued waste of unpaid volunteers' time.

- If the Area Chairs contribute to voting problems within Region (elected vs. appointed ratio), I suggest that 3 Area Chairs be selected to represent groupings of Areas. The 3 could be so designated by Region or 'elected' at large from groups, such grouping by size, geography or other significant operating characteristic. The Area delegates should have Area responsibility and not just be another tier of management. It's additional representation/responsibility that is needed, not another layer of management, or a consolidation beyond 4-5 reports. (FEMA uses 3-7 reports, with 5 being optimum.)

- Based on my current observations and the limited choice selection, I am of the opinion that R3 and all of the opportunities for what it has to offer has been very limited.

FEEDBACK FROM SECTION SURVEYS

10. Do you believe that the R3 Area Structure serves Sections well?

o Atlanta has tried tried to have a all Section social in Area 3 every year for many years. Even when it was in Middle Georgia (also the middle of our Area), it was mostly attended by Atlanta members. In recent years, we have had events in Atlanta, but 0% turnout from other Sections. Thus, from the average Section member standpoint, I don't see a huge benefit in having the areas. From a volunteer standpoint, Atlanta has always gone to the Region for issues that we cannot figure out in house.

o When initially Section Chair, my Area Chair was not available for help. This is not a gripe, but an observation, as he was very busy arranging major events for Region. He just wasn't available as a resource to the Section. I've been asked to serve as Area chair, and despite my best intentions, I have only been marginally active. It is not good to be both Section and Area Chair--the position warrants more availability to be effective. I try, but the primary focus has been our Section. It has been a struggle, but it is on the cusp of significant results. Meanwhile, 2 of the 4 Sections in Area 1 appear to be either dormant, or possibly not visible. I need to access OU Analytics, separately, as (1) Section Chair and (2) Area Chair. When I had access to Area, I couldn't effectively 'see' Section, and I only had that access for a few months in 2 years as Area Chair.

o Based on my current observations I am of the opinion that R3 and its support of the Sections has been very limited and lacking.

o For right now the Area structure plays a role of a partial tutoring system to sections. There are tutorials things that are known.

o There is no support for website, although it is important for Sections. It seems Area structure is not interested to help about section websites. It seems section websites are responsibility of other IEEE structures.

FEEDBACK FROM SECTION SURVEYS

11. Do you have any additional comments you wish to add?

- This is 2nd or 3rd time I have taken this survey without results being returned and with no known actions that benefit sections, chapters or societies. Continued waste of unpaid volunteers time.

- I hope to gain a better awareness of what R3 and its structure is doing this year. As of this date it is limited at best.

- There are many people associated with the Area structure.

- Possible structure would be a Chair for Section coordinating and information transfer. It is difficult to see that other members are needed.

FEEDBACK FROM SECTION SURVEYS

> **12. What changes to the R3 Area Structure would you recommend? (including additional functions that the Area could provide?)**

o The organization collects dues and conference fees and giving only a small portion back to the regions who distribute that based section membership. Then the organization dictates requirements for how the sections spend that money. Bottom line, there is no support for members. They don't even get IEEE business cards for free.

o Based on my current level of awareness of the R3 structure I have no recommendation at this time.

o Based on my current level of awareness of the R3 structure I have no recommendation at this time.

o I would like to see organizational changes that improve volunteers having improved return on their investment of time, energy, and money

o P.S. How would you respond if you were not being paid?

FEEDBACK FROM SECTION SURVEYS

13. If you would like to participate in further discussions, please provide your Name and e-mail address.

- o Joe Juisai, <u>Joe.Juisai@IEEE.org</u>
- o Carroll Perkins carroll.perkins@gmail.com
- o Chair for R30175 Winston-Salem, NC, USA
- o Steve Kemp, skemp@ieee.org

REGION 3 AREA CHAIR RESPONSES

FEEDBACK FROM AREA SURVEYS

12. Do You Believe you received clear guidance on your role/responsibilities as Area Chair through formal training, specific tasking, etc.?

- o Training materials within IEEE and Region 3 are relatively good - especially at SoutheastCon. However, it may be helpful to have additional support/training/duties for area chairs. For example, a quarterly telecom with all area and select R3 leadership to set agendas, assign responsibilities, and to follow up action items to completion.

- o The level of communication has been based on participation in the R3 EXCOMs and pushing information to the Section Chairs within the Area as appropriate. I think as a Region, the communication needs to increase.

FEEDBACK FROM AREA SURVEYS

13. Do You Believe That the Area Structure Serves Region 3 Well?

- Perhaps R3 should have areas with 3-7 Sections in each, organized either geographically or by size (Large, Medium and Small), and use groups of Areas (Large, Medium and Small or North, Middle and Southern/Caribbean) with a lead for each of the three. An Area Chair could possibly also   be an Area Lead (two-hats). With a fan-out of 2-3 groups of perhaps 5-7 areas each, and 3-4 Sections in each area, Region would have 3 reports, the Areas would have support relevant to their size or geo area, and the Sections would have stronger representation from Region. The extra 'layer' isn't intended to be a layer, but a grouping of Sections that share management needs., Rather than criticize what I don't know (how other Areas are organized and function), I'd suggest that perhaps R3 should have areas with 3-7 Sections in each, organized either geographically or by size (Large, Medium and Small), and use groups of Areas (Large, Medium and Small or North, Middle and Southern/Caribbean) with a lead for each of the three. An Area Chair could possibly also be an   Area Lead (two-hats). With a fan-out of 2-3 groups of perhaps 5-7 areas each, and 3-4 Sections in each area, Region would have 3 reports, the Areas would have support relevant to their size or geo area, and the Sections would have stronger representation from Region. The extra 'layer' isn't intended to be a layer, but a grouping of Sections that share management needs.

- The better an Area Chair can support sections, the better that serves the region. The better an area chair is trained and the more experience he/she has - the better equipped they will be to service the section(s) and therefore the region.

- Based on Geographic distances and layout of the Areas, some of the members in the area, do not have the opportunity to be engaged in local Section activities within the Region. For example, Huntsville Section covers all of North Alabama, with the Section activities primarily in Huntsville and not reaching out to membership in Florence/Muscle Sholes area (West Alabama).   Area reach   is primarily to the Sections within the Area and does not address the gaps is member support.

FEEDBACK FROM AREA SURVEYS

14. Do You Believe That the Area Structure Serves Sections Well?

o I've taken the road of seeding new OUs and developing management talent from the bottom up. In doing so, both Area and Section have not received the 'helping hand' that is needed (in my opinion). Also, when organizational issues crop up, sometimes a fresh face can be heard when the local organization has some friction. These are issues not worthy of Region attention, but which need to be cured (I have a rogue elements that has steadfastly refused to comply with MGA protocol--they won't sit on the board on which they hold a quorum slot, they won't announce their meetings (but expect secretarial support from Section, and they won't use IEEE financial forms (their Treasurer refused) and they are pleasant, but ignore the common courtesies that should be extended to their parent organization. I have been unsuccessful in correcting this and would love it if someone from Region arrived in town to have a 'session' about it, with the threat of pulling their charter if they don't comply. I won't do this myself, as they are good people, they run a great program, but working with them is like trying to hang Jello on a picture hook!). Again, I'm operating inefficiently and somewhat ineffectively. However, I've take the road of seeding new OUs and developing management talent from the bottom up. In doing so, both Area and Section have not received the 'helping hand' that is needed (in my opinion). Also, when organizational issues crop up, sometimes a fresh face can be heard when the local organization has some friction. These are issues not worthy of Region attention, but which need to be cured (I have a rogue elements that has steadfastly refused to comply with MGA protocol--they won't sit on the board on which they hold a quorum slot, they won't announce their meetings (but expect secretarial support from Section, and they won't use IEEE financial forms (their Treasurer refused) and they are pleasant, but ignore the common courtesies that should be extended to their parent organization. I have been unsuccessful in correcting this and would love it if someone from Region arrived in town to have a 'session' about it, with the threat of pulling their charter if they don't comply.

o In addition to the comments in question 13, the area currently assists sections with social, professional, and technical activities. The area doesn't host these activities - rather we assist the sections, often sharing resources and bringing sections together for joint functions. Areas could also assist councils in similar ways.

o I encourage sections to participate in IEEE activities, ie SEC, SC, Collabratec, senior rodeos

FEEDBACK FROM AREA SURVEYS

15. What challenges have you faced while serving as Area Chair?

- Getting all sections to participate in area/council - wide events

- Since Area 9 is geographically distant from the rest of other areas, we are not having a chance to interact with other Ares of the region except at SoutheastCon.

- I know distance is typically brought up as a major challenge to area responsibilities. And while true, in my experience, distance isn't a show-stopper. My biggest challenge has been consistency. Volunteers change from year to year and institutional knowledge can be lost.

- To address that, it may be helpful for the region to provide consistent training, planning, operation, and growth strategies. And these items must be documented and verified. In other words, the more consistent the area chair responsibilities the better the quality (better member(!), section, and region support). Council functions will factor into this effort - but do not replace the area responsibilities.

- Revitalizing dormant Sections. Training new Section leaders.

- Two of my sections 'just' have section meetings.   and are hard to engage into new ideas.

- Primarily the Geographic distances have been the issue. I participate in Huntsville and Alabama ExCom meetings personally or via phone, however, I have not been able to participate in Mississippi or Mobile Section meetings, via telephone or other means.

16. Do you have any additional comments you wish to add?

- The rogue Chapter is doing their thing, and other than not being a part of the organization, they are doing a great job. They are missing out, and don't realize it; and, they harm all the other organizations that would benefit from their experience.

- Areas are currently distinct from councils (I won't go into the differences as its clearly in the R3 Op Manual). And, of course, there can be multiple councils in a geographical area. So it would appear to me that, while possible (and perhaps likely) that one of the council chairs would serve as area chair, an area chair is still needed for each geographical area (often, but not necessarily state boundaries).

- Although it may not be clear from the limited survey questions/answers, the area chair serves a critical role in providing section support. This includes being a mentor and facilitator (often a bridge) between section(s) and region. This includes verifying sections have satisfied institute reporting requirements (social, technical, and financial).

- The Area meetings in conjunction with the Region Committee meetings and SoutheastCon are especially important.

- Your committee has the difficult task of 'reforming' the area chair idea.

- Some area chairs are doing a great job and others less. This will always be the case either with area chairs or R3 committee chairs. Individuals act according to the time available and level of interest. Most will bring the energy and time necessary as the deadline for a project approaches.

- The Region 3 website needs to provide more detailed activities within each Area, Council, and such. As of today, some of the subpages on the Region 3 website are broken! Area/Council Chairs need to have access to Area member lists (listserv) such that they can communicate with area members. Area and Council chairs also need to have a better forum to communicate with one another and outside of the R3 ExCom or once a year at SoutheastCon.

17. What changes to the R3 Area Structure would you recommend?

- I don't think we need to change the structure as much as perhaps find ways to better support councils. We can't all be the Florida Council Incorporated.

- I think the FEMA model of 3-7 fan out, with no more than 5 being ideal, suggests that our present Area count is about right. But, I think that rather than have 9 Areas report to Region, it would be better to have 3 Area-groups report, arranged either geographically (North, Mid and South) or by size attribute (perhaps >1200, < 1200 but >600, and <600--or whatever size grouping makes sense)., I think the FEMA model of 3-7 fan out, with no more than 5 being ideal, suggests that our present Area count is about right. But, I think that rather than have 9 Areas report to Region, it would be better to have 3 Area-groups report, arranged either geographically (North, Mid and South) or by size attribute (perhaps >1200, < 1200 but >600, and <600--or whatever size grouping makes sense).

- I recommend adding area chairs to the Section Support Committee (SSC).   Ideally, area chairs will know their sections best.   As area chair, I assist sections in as many ways as possible including:

  Sharing best practices

  Satisfying IEEE's reporting requirements

  Encouraging tech and prof growth of members

  Planning and budgeting for Sections Congress etc

As you can see, this is very similar to the SSC's responsibilities. It would make sense to better coordinate the activities of these 2 groups. And THANK YOU for asking!

17. What changes to the R3 Area Structure would you recommend?

- If cost of service is too high, then only fund area chairs travel every other year or just 50 percent of the actual cost. if you have too many voting members of the R3 ExCom, then take our vote away.
  - If we have some less efficient area chairs, then train them of change them.
  - I think that there is benefit in the area chair position. Just use it, encourage it, demand it.
  - If cost of service is too high, then only fund area chairs travel every other year or just 50 percent of the actual cost. if you have too many voting members of the R3 ExCom, then take our vote away.
  - If we have some less efficient area chairs, then train them of change them.
- I think that there is benefit in the area chair position. Just use it, encourage it, demand it.

REGION 3 SOSC MEMBER RESPONSES

▶ THE STRATEGIC OPERATIONS AND SUPPORT COMMITTEE (SOSC) MEMBERS WERE ASKED TO REVIEW AND COMMENT ON THE PRELIMINARY REPORT THAT WAS BASED ON RESPONSES FROM SECTION CHAIRS AND AREA CHAIRS

▶ THE SOSC MEMBER RESPONSES ARE SHOWN ON THE FOLLOWING PAGES

SOSC MEMBER RESPONSE

Dave Green

I assume you are looking for individual responses from members as we had our meeting Monday and don't have one before your desired deadline. Is this correct? If you are expecting a committee response, we will need more time.

Let me first thank you and your team for the work that is behind this report. While the outside world could have cooperated more, it is clear that a good process was designed and executed.

I am going to respond based on this being like an audit and not a call for a specific implementation to fix things (nor will I suggest one at this time). I assume Director Vaughn and Director-Elect Gostin will huddle to decide on next steps. If they feel it is appropriate, you could present this to the SOSC at our April meeting.

It is clear from the report that the current system is not working well, there is not a consensus for a solution, and that councils while "independent" of the region are impacted by the solution due to a past decision (which could be changed in the future) to align councils and areas (and have a single person lead both).

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SOSC MEMBER RESPONSE

Dave Green

It is clear from the report that the current system is not working well, there is not a consensus for a solution, and that councils while "independent" of the region are impacted by the solution due to a past decision (which could be changed in the future) to align councils and areas (and have a single person lead both).

I would note that the individual minority opinions overwhelm in slides of the majority opinion containing both data and recommendations. I would suggest no more than one slide per person in the minority and move the remaining information to the support material in the deck if appropriate. I would note (in passing) that some of the Kemp suggestions have been tried over the years.

I read the majority report to remove the area chairs and positions and then design a solution (which I guess could reinstate areas). I read the Cunningham minority report to be similar except with specific recommendations that include continuing to have areas (in a different manner than present). I see this minority report as a tweak of the majority report. The Kemp minority report as I read it argues to keep and improve the existing areas although there are also some other suggestions. I might swap the order the minority reports are presented.
Thank you for the opportunity to comment and more importantly thanks again to the committee for the work and care put into this important effort.

SOSC MEMBER RESPONSE

Lee Stogner

I do not see the problems with the Area Chairs that this committee has tried to define. What I do see is a lack of support from the Region 3 level for Area Chairs. For example, recently Region 3 had a retreat to discuss issues. The Area Chairs were completely left out of the process. Another example is that on a ongoing basis, the Region 3 Director does not delegate any information or responsibility on issues that are better driven locally.

Now I understand that it is being discussed that the Area Chairs should be eliminated.

By every Management Standard that I have ever heard, the ratio of Manager to the next level down should be 1:5 or 1:7. This select committee is recommending 1:41. This is an impossible ratio that will fail and further separate Region 3 from the other nine Regions.

Let's skip this nonsense and make the Area Chairs successful. Sections need a next level that has things in common with them. For example, the Sections in South Carolina are different than the Sections in Florida or Virginia. A Region 3 Director cannot make the local issues fit across 41 Sections. Let's spend our time giving empowerment to Area Chairs that can closely support the local Sections and their special needs.

SOSC MEMBER RESPONSE

Lee Stogner

On the subject of Membership, years ago, several people wanted to separate Membership Development into two functions. This made us different from all other Regions in the world. IEEE MD Staff has quietly complained ever since that this causes them problems in how they support us. It also has directly affected our Region ability to retain and grow our Membership. We have tried to deny this fact for years. The loss of members started immediately after the separation began. We are now much smaller than we used to be.

It's time to put Membership back together so we can operate like every other Region. And yes, a strong, experienced Region 3 Membership Chair is needed to work with the Area Chairs, Section Chairs and the Section MD Chairs. Region 3 needs to grow so we can better support all of our Sections.

We will talk about Term Limits soon.

SOSC MEMBER RESPONSE

Dave Connor

Thank you Lee! Excellent analysis!

SOSC MEMBER RESPONSE

Jim Howard

Let me start by thanking all of your committee for their work, also thank you for our conversation about this Review. Realizing the difficult time the committee had in reviewing this area of our Region Operation, it is not hard to understand why a consensus was not reached.

With that said, and having served this Region as both a Region 3 Director and Area Chair, it does seem that we have left our Area Chairs out on their own with little to no guidance.   When I was elected as Director-Elect, one of my goals was to put more emphasis on the Area Chairs and to provide them more guidance, however once you get into the Director position, as you and I discussed, you realize that IEEE Headquarters, and your duties there,

leave little time for Region work.   Perhaps I should have turned to my Director-Elect (which was you, Bill -   ) and asked for some help in this area.

All of that aside, it seems from the Area Chair surveys, they all are looking for more guidance and support from the Region 3 leadership. To my knowledge we have never set Goals for them, nor given them a forum to working together (i.e., Area Chair Committee, etc.), nor a budget to work with for their duties.   One of the reasons I volunteered for the Area Chair Mentor position this year, was to try and help them with regards to what the Region expects of them.   It was also interesting to note that all Regions have some Area organization to keep the communications with their Sections operating in an effective manner..

SOSC MEMBER RESPONSE

Jim Howard

It is good you had at least one Area Chair on your Committee. (Was this the only one on your committee that had Area Chair experience?).   And, in reviewing the report, I put a lot of weight on his comments and concerns. And, from a Strategic Operations point of view, we, the Region, need to utilize the Area Chairs better to improve and enhance the communications between the Region and the Sections.   This is a vital link that we don't want to lose!   As we have moved forward think have relied more and more on electronic communications to help solve all of our communications issues, and, from firsthand experience, it Does Not!   It is a good tool to help us with productivity and with communications, however everyone realizes that during conference calls and webinars, most all involved are multi-tasking, and many, many emails go unread or unanswered.   This is one of the reasons many companies are going back in insisting on face-to-face meetings for critical items.

Would also point out that ANY changes to our Regional voting structure should be done with Extreme Caution.   Our Past Directors, such as Wally Reed, Dick Riddle, Jim Beall, and Dan Jackson, and many others have positioned Region 3 as a leader for the Institute and, of late, we have lost some of that recognition. Our Region needs to work closely with the Sections and maintain a good line of communications with them, and our Area Chairs have been the tie for the Regions to the Sections.

Rather than eliminating this tie, we should work to strengthen it and enhance it, to the point the Sections look to the Region as a leadership source for them to align with and support.

In closing, would suggest that we, the Region leadership, set up a plan to work closely with the Area Chairs, assign them goals and provide them support to accomplish these goals. This would be both in the way of personal support and in the way of funding. I look forward to working with both the Area Chairs and the Region Leadership to make this happen.

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SOSC MEMBER RESPONSE

Mary Ellen Randall

There seems to be some miscommunication here. Since my term (and possibly before) we have put considerable effort and study into helping the area chairs. There have been special committees but to no avail.

For example, one of the area chair responsibilities is to decide award recipients. Even though this is done online from home, we were lucky to get 5 of the 9 to even respond. This goes all the way back to when I served as awards chair. This task was spelled out clearly and still we could get only mediocre response.

That being said, this discussion is not an indictment of individual area chairs, but of the position itself. We do have some excellent area chairs who do not have to be led. (BTW, this is a leadership position.)

Although I agree we need support for our sections, the area chair concept does not appear to work here (and from my MGA experience) in many places in IEEE.

SOSC MEMBER RESPONSE

Mary Ellen Randall

Add to that some councils have been disbanded or marginally effective.

Add to that the many things that have been tried over more than 6 years, I am in favor of trying something new.

The status quote won't work. Please don't kill the messenger. I am with Bill.

 Please consider putting string leaders in place so ALL sections have resources.

 Today it is a huge expense to our members with little return.