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- **Outreach**: Affiliates, Partnerships, Grants, Sponsorship
- **Knowledge Generation**: Publications, Research Orientation, Research as Praxis
- **PD**: Conferences, Courses, Convention, Webinars, Online
- **Standards Setting**: Accreditation, Governance, Surveying
- **Advocacy Policy**: Know what's happening, International advocacy policy

Leadership councils for each area or function + board members.
Strategic Alignment

- increase staff/permanent positions (non-volunteers)
- spread thin vs too many 15, 3mt, ending task force

Should we consolidate them to fix spread?
- no one wants to give up 15
- but do they all align w/ mission
  - if not, consolidate/dissolve

Structure Process

- training for volunteers; train leaders to manage groups
- accountability & deadlines w/clear expectations
- train us about TESOL core values
- increase collaboration
- 15 have difficulty engaging members in meaningful ways
- ex: through listserv asking for specific task

Roles/Relationships

- improve the online community:
  - user friendly (more than 2 clicks doesn't work)
  - more use of social media
  - info (maybe not for participation)
- 3 line update daily on Facebook/Email
- meetings overlap in time & conv;
- can there be required meetings outside conference?
1. Strategic Alignment

Overflow of info in email: "I just delete!"

Aligning IS goals, setting at Convention.
SHORT quarterly reports (bullet-points) afterward

To TESOL staff & IS LC. Compile into an
annual report.

2. Structure & Process

Meetings have outcomes; prepare agenda
throughout the year. Make meetings' places,
where we vote. Talk about things before the
meeting.

3. Roles & Responsibilities

Make clear what committee leaders' roles are;
What are my responsibilities? Make the
terms of leadership longer. Standardize
and coordinate roles; and ongoing evalu-

ation and feedback. Acknowledgment of
leadership/service; registration fee award.
4. Knowledge exchange

Members

- Surveys on issues & trends in order to identify critical advocacy efforts for ISs, Affil's. Also, IS connections to gather & disseminate info, research relevant to critical advocacy efforts. Also, disseminate info across TESOL entities. Also, need a website that facilitates knowledge exchange.

5. Culture & engagement

Quarterly reports will help enhance engagement (see #1)
1. Strategic Alignment
   - Separate the business end from the academic part by having professional staff separate from volunteers.
   - Scheduling so there's a better focus on academic.
   - The support given to affiliates and partnership is essential for alignment.

2. Structure & process
   - Improving horizontal communication among committees and task forces.
   - Integration of committees.
   - Periodic chair meetings outside the conference. Defining meetings.
3. Roles & Relationships
   - Align roles & relationships with info flow
   - Consistency in roles in the Association (longer terms: 2 yrs for President, etc.)

   - Developing a better database

4. Examine the role of publications (how they relate & connect, what their focus is)
   (journals, newsletters, online publications)

   - Integrate database of member expertise
     (conference reviewers, journal reviewers)
     Draw on these to advise TESOL on specific topics

   - What criteria is used to evaluate the work of committees?
#1 Give IS & other leadership information to help understand the vision & strategic plan.

#2 What does TESOZ want from IS & leadership that can help move us forward?

#3 Increase communication between IS &

#4 Provide specific Objectives for each year related to the strategic plan.

- What are our measurable outcomes?

- What specific things do you want to see happening?

#5 Ask IS/Committees to identify specific actions related to strategic plan based on the key issues in the field they have identified.
#2 Structure & Process

Problem: complex & bureaucratic structures & processes w/o clarity & purpose

Suggestions:
- being an IS all year long
- mentoring for leadership
- working w/ other ISs
- practical suggestions from for leaders

B E F O R E  \[\xrightarrow{\text{Define volunteer skills}}\]  D U R I N G  \[\xrightarrow{\text{Chair-elect}}\]  A F T E R W A R D S

Chair

Imm. Past Ch.

Develop a structure for continuous involvement (support ISs)

Define benchmarks to: 1) define, 2) monitor & 3) evaluate leadership activities

Connected to ISDL
# 3) Role and Responsibilities

Actions

A. Task assignment along with full responsibilities:

Leaders may be able to make recommendations to the Board accompanied by possible courses of action.

By acknowledging leaders' contributions, they feel they're getting recognition for their time and effort, and their sense of belonging may increase.
4. Knowledge Exchange

Committee Chair needs to be in better communication with members — don’t just rely on TESOL staff liaison.

Maybe old-fashioned but need to show visually a chart of who’s at the head, how many committees, what TESOL looks like in 2014-2015.

Surprised to learn that only 25% of Committee Chairs and IS Chairs knew how knowledge was disseminated. Need to be accountable — Need a communication flow chart.

Perhaps certain information should be shared with Committee Chairs and IS Chairs as well as the Board. Each Chair needs to then report back and respond to the information that is received and understood.

Unfortunately, it really makes a difference as to who is Chair of a given committee during a given year. If the person is organized and has leadership skills, it’s a well-run committee. If the Chair is unorganized, then the committee is poorly run.

Final recommendations —
- Organizational Chart of TESOL
- Communication Flow Chart among the sections
5. Culture & Engagement

- Encourage phone calls & emails through the year (instead of holding one meeting per year @ conventions)
  - For example, the committee on book publications meet every two months.
  - The chair decides on an agenda (of discussion items) in advance and share that w/ other members.

- Perhaps "leadership" leaders can be encouraged to be trained to be leaders (ex. leadership certificate programs)
Suggestions

- Raise awareness of the overall structure of TESOL for new members by creating stronger communication among chairs, creating longer terms for IS chairs and committee chairs.
- Members should serve 3 yrs. (for everyone); chairs should serve 5-year terms. Attendance at the convention should be mandatory.
- Consolidate committees who have lighter workloads.
- Streamline communication among committee chairs, IS chairs.
- Revisit all committees to consolidate.
- Hold IS leaders accountable for leading their sections and provide clear guidelines for their tasks.

Larger IS

- Reduce the amount of meeting time for interest sections and committees at the conference (and work more offline during the year) so more time is spent offline in academic sessions at the conference.
- Increase mentoring within committees and IS groups (so we can have more leaders).
Knowledge Exchange

- The governance system does not provide an efficient means to gather knowledge and information about the paradigm shifts affecting teaching in order to inform the association to meet the rapidly changing needs of members and the field.
- Information flow among board, management, and member groups is problematic.

Culture and Engagement

- The overall organizational culture is focused primarily on structure and process, not on strategy and outcome.
- The organizational culture is almost singularly focused on the annual convention, to the point that many member groups have little activity or function outside of it.
- The strong culture of inclusiveness and equality in the association and the field often serves as the primary criterion for governance decisions.

→ Increase webinars for chairs so they are informed

→ Committees should create handbooks so all new members of the committees can understand the committee's work and participate more quickly

- More more committee work online
In order to create alignments + create knowledge flow, create liaison positions within between communities.

For example, PDC members would be assigned as liaisons to specific ISs - maybe newsletter editors - so that when the PDC needs something/info, we have a go-to person, and ISs have a point of contact.

Each community must have a written mission/statement of purpose, member job descriptions, and line by line tasks. This information is given to new members.

Each community - as part of the restructuring - should conduct a self-assessment + write a report that includes: (maybe every 3 or 50 years)
- mission/statement of purpose
- explanation of how linked to TESOL mission/strategic plan
- explanation of how connected/not connected to other communities
- explanation of member services

Use those reports when making restructuring decisions so that all decisions are not just top down.
Recommendations for Innovation:

1. Quarterly "hub update" on what each committee is working on.

2. Streamline all governing documents.

3. Obvious Coherent Leadership Pipeline (a means for IS Leaders to talk with those at the top).

4. Preparation & Mentoring of Potential Leaders - Identify volunteers who would be incredible leaders.

5. Future conferences should be held outside of the USA & Canada (North America).
The association is spread thin. How should governance system can be better integrated the components of the system to not strategically aligned.

Suggestions for solution:
Develop a site where leaders can read position description succinctly and graphically.

The emphasis of the website appears to be advertising products, which should be redirected clearly promote the leadership involvement instead.

Arrange a dedicated day of two for governance that overlap need focus tend for leaders.
Recommendations for Structure + Process

1. Develop a way to keep readers who have been nominated but lost or past leaders how to formally keep them involved.
   → Create a "Think Tank" look to other fields (such as legal and medical fields) to see how they handle inner-dynamics.

2. The use of acronyms is out of control! People do not get induced into the linguistic culture of the organization. Discover ways to define or provide codes for acronyms.

3. Find ways to disseminate information e.g. FSI site via email throughout the year to inform others about how FSI work, what positions are available, position descriptions.
Actions to Improve the Organization

Roles & Responsibilities

1) There needs to be a mechanism or process by which the chair and chair-elect's activities and responsibilities are monitored. If they are not following through, they should be removed from office.

2) The chair should have partial responsibility to plan the conference program with the chair-elect.

3) When decisions are made by the office, they need to be shared decisions with input from leadership positions (e.g., chair-elect solely responsible for conference program).

4) Ask for 2 short reports vs. one year-long report; (can be used to monitor activity)

5) Be sensitive to the linguistic dynamics of new members; the home office overuses acronyms to the point of frustration & exclusion of new leaders; they assume everyone is inside the inner culture!!

6) Inform leaders when their membership has been dropped or expired

* Have a parallel, website for leaders to make
Q 4

* Get connections with other professions more to obtain what knowledge is out there.
* Research-based information from other fields to inform us, e.g., Neurolinguistics

* Encourage more research in collaboration with non-ELT experts.
* Obtain multiple perspectives.
* Clearly define whose perspective is being represented in TESOL's professional development.

* Include views of member groups and affiliates in decision-making.
CULTURE & ENGAGEMENT

1. Overall organizational culture
   focused on structure & process
  而非 strategy & outcome
   (to count status quo in)
   (with productivity &)
   creativity

2. Annual convention
   Many member groups have activities or
   functions outside of convention
   in assoc. & field - scenes as primary
   criterion for governance decision

3. Principle of inclusiveness

   - proposal acceptance ensure Teacher
     participation in conference
   - reach out deep regions
     time: geographic region
     how localize, local language
     governance
More horizontal communications between TSS, Standing Committees, etc.

- More in person planning sessions in summer and need to prepare for the convnet at conferences.

- Too many committees.

- Ticker system highlighting deadlines.

- TSS/CL central support staff need another body of two to help support all entities in communications and planning.
Responses

1. Strategic Alignment

* Seek commonality among member supers.
* Reconsider newsletters as separate - not effectively.
  Could all newsletters be put together on Web?
* Web is not user-friendly - off putting.
  Easier access.
Response #3

- In surveying comm. members, focus on tasks & responsibilities rather than time frame (i.e. how many hrs. are you need)
- Committee to support the membership
- Website/phone contact needs improvement
- Comm. must have freedom & vision
  but also must have leadership from the organization. Responsibility is on shoulders of TESOL Board to set priorities.
IV Knowledge Exchange

See #3: set priorities

better (more responsive) communication

ombudsman
Culture & Engagement

Volunteer

Common issues
Plan to set priorities
Focused goals.

Overlapping responsibilities from #1 - #4
Strategic Alignment

Boards Focus:
1. Fragmented; newer (e.g., P1, P2, P3)
2. Not integrated; not elegant

1. Review & reset goals of each April of each year.
2. Clearly define purpose of committees; e.g., a small committee does not oversee all awards.
   - Ideally, committee was told not to work on thousands of small tasks, i.e., was a "task force."
3. Board should allow group leaders to lead - propose something, not get caught in a problem.
   - Other comm. understands new task, share w/ other chairs (see "chair's council")
#2 Structure + Process

Better

- Have board connect with leadership and membership

- Formal review process of units (by units) to reflect on purpose + function to meet current situation

- Leadership pipeline: more follow up on leadership certificate training

- Volunteer management:
  - Develop online system to match volunteer skills + opportunity
  - Develop check off list for this purpose
Roles & Relationships

1. Involve membership in decision-making.

   Too much is top-down!
   (Chair, board, staff)

Example:

TESOL (supports, endorses, tolerates) the Common Core. When were members ever polled?

Not only serve but involve members.

Electronic polling on a regular basis

Involve IS directly in members and issues.
Strategic Alignment
- The association is spread thin and fragmented.
- The governance system is not integrated; the components of the system are not strategically aligned.

Structure and Process
- The overall structure and accompanying processes have expanded to become complex and bureaucratic, without clarity of purpose or function.
- There is no coherent or readily obvious leadership pipeline, nor a coherent volunteer management process to find the best match between volunteer skills and opportunities.

Roles and Relationships
- Leaders and members desire to contribute meaningfully to the work of the association, be accountable, and receive acknowledgement.
- The mandates of many member groups, and their roles in governance, are not clearly defined.
- Many member groups experience a lack of consistency in work and effort with the annual rotation of leaders.

Suggested:
1. Get the IS Council & the Affiliate Council into a meeting
2. Large intersections around receiving the number of paper presentations per IS so people don't fight the merge
3. Change the review process to content-based rather than IS-based

1. 10 year strategic plan
2. Keep the end goals in mind

Collaboration between Affiliate & IS
2. Internal Collab between groups
3. Lead where doc's are passed on to need leaders
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Organizational Chart
- Phone or Skype meetings
- Communication among committee chairs to avoid duplicity AND to encourage collaboration
Potential Solutions

Interests Section need to be streamlined
- How do we collapse them?
- Do the differences between interest groups justify the differences?
- How do you get the IS to talk to each other?
- Leadership blog for Chairs
- Connections - Link to IS newsletter

Suggestions

1. IS Chair blog so they continue to chat throughout the year
2. Online Public Guidelines for IS leadership positions
3. TESOL Connections - Link to IS newsletters
4. Articulation of leadership workshops and their connection to TESOL leadership contributions
5. The inclusiveness/perspective should be addressed both at conference leadership level and support services offered to include international issues
Actions

Strategic Alignment
- Refocus
  - Integration, coordination, elimination
  - In favor of larger thematic grouping

Some IS's are not communities of practice, others are not.

- Developing/recruiting leaders better/differently.

Entities
- More open forums between the Board, IS & Standing Committee; Most of these groups meet separately in "closed" settings and don't have chances to interact and connect beyond reporting.

These need to be more a flipped-classroom style of work at the conference.

Entities
- Standing Committee meetings integrating business & pre-conference planning meetings so they are open to members. Facilitated, open.

Any conversations needed to occur.
Dream day reducing EELS participation

- Reduce cost, admin & schools won't pay for both

- Look at current entities, see if some could be combined (e.g. EELS & SIES)

- Review descriptions & charges of IS & see if they should be fixed, changed, reduced

Consider scrapping all & reconsiding what we need & what we want. Form new entities & let others re-align (e.g. Int'l, US)

K-12 large gap could have subgaps for elem & sec issues

Fewer gaps but better communication system

- designates spokesperson/reporter who shares its activities into all other entities

Possible online meetings (technically) to close gaps

TESOL Central could help all technical connections
TESOL could do online training for volunteers

TESOL guidance - help members understand cut thru the flow of info (e.g. news, research)

Make convention sessions more interconnected (themes are too broad)

Look at all changes & change or combine standing committees

Get larger terms for chairs (min. 2 years) - be consistent across IS & SEs
Possibly reduce committees but have more Task Forces or advisory groups for pressing issues
Limited time, expertise

Need better orientation for chairs / chair-elects
Some chair-elects weren't invited to leadership briefing today
If chairs came in same time, some year - online training could be standardized

Website needs redesign to find info (esp. leadership info) - Note fabulous info like yr calendar but very hard to find. Maybe a "Table of Contents" for web.
• information flow - communication - seek for innovative ways
• improve transitions of leaders, mentoring leaders
• fear of centralized governance
• experience shapes the understanding of what needs to be done....effective committees versus committees that are struggling
Leadership Briefing  
Governance Review (our table’s responses)

Denise Murray

- Previous year’s meeting helped set the framework for the review => 5 categories developed
- Governance: The culture, policies, processes, and structures that allow the association to make decisions that are based knowledge, trust, and nimbleness.

Strategic alignment

- Fragmented 21 IS, 18 committees, 2 leadership councils, each with Board and staff liaison – silos
- Not aligned with strategic plan; no thought with how groups integrate
  - The field is large and TESOL is large. Maybe we should think about TESOL as an umbrella organization, with multiple elements – K-12, Higher Ed, Private entities that are more autonomous.
  - It’s hard to get involved; once you’re involved, it’s easy to stay involved.
  - Major divisions where leaders were empowered. Now it’s a flat org, where a few people have a lot of power – IS Council looks at reports, but no indicate that the reports made it to the upper levels. We don’t see each other’s reports; it’s not even horizontal.
  - Lots of communication within the divisions.
  - Increasing the size of the silos? How do you break it up? There are issues of articulation between K-12 and higher ed, for example. More autonomy and authority. The strategic plan has to come in here.
  - The affiliates have the same problem as the ISes; they come together once, most info coming from the dais.
  - The SP would identify certain core elements to everyone and grant autonomy to enable the elements to function.

Structure and process

- Complex and bureaucratic, without clarity of purpose or function – confused, with many duties, reports, requirements; some groups exist without process for closure or change once work is done; official meetings are so numerous they interfere with academic leaders – about 170 hours of governance meetings are scheduled during the convention
- No coherent leadership pipeline to match volunteer skills with opportunities, no systematic training of volunteers and leaders; opportunities arise at the convention
  - Each IS has functions – community manager, chair, incoming/outgoing chairs.
  - CALL-IS has institutional memory with the moodle and website
  - If there is language when a group is formed about the mission and a fixed amount of time – a review built into the process, like every 5 years.
  - You can bring a resolution to end a committee, but you have to be engaged enough to care.

Feedback from leaders is in italics.
Leadership Briefing
Governance Review (our table’s responses)

- Clarity – how much does each member know about what’s going on in committees. Many ISes don’t know who’s on what committees, what it’s doing. When members choose a primary IS, they think briefly about the purpose of an IS. Lack of communication is a problem. New chair-elect needs more knowledge than is available about how to organize and set priorities. There’s no longer a lot of time at the Affiliate Council.
- There’s a lack of knowledge about what positions are available, as well as how to apply.
- Newbies are wary of getting involved. They come here to meet other like-minded people.
- There are very few people who have gone through the leadership cycle. Once you hit Chair, you get used up and are gone – they’re sucked dry. It’s oldies, not just newbies.
- EFL IS has a problem that members are all over the world, but few people can come to the convention.

Roles and relationships
- Leaders want to contribute meaningfully, be accountable, and receive acknowledgement
- Mandates and roles aren’t clearly defined – not enough feedback or guidance
- Lack of consistency in work and effort with annual rotation of leaders
  - People are busy; hard to devote a lot of time. One strategy is to propose a solution if you identify a problem.
  - Strategic planning should happen at the IS level, not just at the TESOL level. That gives the IS a place to start.
  - TESOL is top-down, not bottom-up.
  - Last year they started focusing on the strategic plan and alignment.
  - It’s the same in a school – how individual teachers deal with the school’s goals
  - It can’t just be mentioned one day at the conference; it needs to be part of everything.
  - How many paid employees are there at TESOL? 20 paid TESOL Staff; everyone else is a volunteer.

Knowledge exchange
- Governance system does not provide an efficient means to gather knowledge and info about paradigm shifts affecting teaching is order to inform the association and meet needs of members in the field – need knowledge and info to make wise decisions
- Info flow among board, management, and member groups is problematic
  - Why doesn’t TESOL know what’s going on better in the school environment? How do we fix that?
  - Individuals know in their setting – how do you get the information to move?
  - Everyone is too busy; this is a volunteer organization.

Feedback from leaders is in italics.
Leadership Briefing
Governance Review (our table’s responses)

- TESOL needs to be a learning organization, with a simple input box on the website.
- Some people get released time to focus on things like this, especially at universities. It’s not common in many organizations.
- TQ and TESOL Connections collect and disseminate knowledge.
- We don’t know how much is going on in the decision-making process. We don’t see the organization minutes, we don’t see that we’re heard.
- Things go into a black hole, and we don’t hear what happens.
- What’s the info flow within the organization? Town Hall Meeting and Annual Business Meeting are where people can have input. The Town Hall Meeting is open. The meetings should be webcast.
- We need regularized communication throughout the year – horizontal communication, such as with a learning communities approach.

Culture and engagement
- Org culture is based on structure and process, not strategy and outcome
- Org culture is focused on annual convention – many groups have little function outside it
- Strong culture of inclusiveness and equality often serves as the primary criterion for governance decisions – should be a principle, not an end
  - There’s a lack of or unclear communication about what the group is doing – have to look everything up again all the time, even as an IS Chair. We’ve got a lot of variety, but a lot of special interests as a result. It’s what people know and see. You can send information on a regular basis or make it so clear on the website where to go – just finding stuff on the website is hard. Make this easier.
  - Why isn’t there a liaison from an IS to specific groups that are related? That way, you’ll recognize who people are when you get email (and not just delete the email).
  - Before TESOL developed the communities, there was a lot of hype about them. I find them very clunky. Something like Canvas has more to it in one space. There’s collaborative space (synchronous and asynchronous), archives, modules – more usable.
  - The website is designed for someone up there in TESOL, not for us. It’s not well maintained; things are hard to find.
  - It’s a PR tool.
  - The burden may be on the membership to recognize who will be the communicators – we have to identify people who are willing and able to be the go-to people. (on the lay person side of things)
  - How can you effectively have communication with such a large group?
  - CALL manages to communicate pretty well, even though it’s pretty large.
  - If I knew where to find all the information in my silo, I’d be happy. It should also be easy to communicate with others in other silos. It needs to be dynamic.

Feedback from leaders is in italics.
Leadership Briefing
Governance Review (our table’s responses)

- Everyone’s effort goes into the convention – it’s not surprising given the size of the convention and that we’re busy people. How much time does people really have?
- In terms of best practices, what do other big organizations do? AERA?
- Our ISes work better than AERA does in terms of communication.
- We need a system to set up which seminars attract the most people so that we know what’s useful.
- Looking at members in the ISes => slots in the convention
- At a PCI yesterday, I found out things that have a lot of ramifications for TESOL; things that should be communicated to John Segota.

*Feedback from leaders is in italics.*