International Leadership Workshop and Resulting IGC Actions February 2020

In September 2019, the International Governing Council (IGC) accepted the Governance Task Force (GTF) Report that outlined the 2017-2018 Governance Project process and offered recommendations to improve the governance of the Association. The IGC decided to disseminate the GTF Report to the IRWA membership, gather feedback, and then reconvene the leadership group of the International Executive Committee (IEC), Region Chairs, and Vice Chairs for a workshop prior to the IGC's February 2020 meeting, in order to plan next steps toward building leader capacity, strengthening accountability, and fostering transparency across all levels of the International Right of Way Association.

On February 28, 2020, the governance workshop took place in Marina Del Ray, California. The workshop included a review of the key components and goals of the GTF Report and a Region Roundtable to share feedback on the GTF's report and its 11 Recommendations. The October 2019 Governance Task Force Summary document as well as the IRWA Strategic Plan's Purpose, Mission and Core Values (copies attached) served as the foundation documents for the workshop participants as they discussed the Report's recommendations and collaborated to prioritize the Recommendations for further action.

Following a series of teamwork exercises, group discussion, region polling, and further debate, the participants formulated five motions for next steps to implement changes that will support and strengthen the Association's governance through improvements to communication, leadership training, and renewed partnerships with staff and members. The motions pertain to GTF recommendations #2, #3, #4, #7, #8, #9 and #11.

At the International Governing Council Meeting of February 29, 2020, held in Marina Del Ray California, the IGC unanimously approved each of the following motions.

MOTION re: Governance Task Force Recommendation #11 (Umbrella Motion)
Each of the subsequent motions approved will be subject to consultation with IRWA staff to determine what impact implementation of said motion will have on Association resources.

MOTION re: Communication and Governance Task Force Recommendations #2 & #9
In consultation with the International Executive Committee, the IRWA staff will create a communication plan for presentation and request for approval, at the June 2020 International Governing Council meeting. If approved, the communication plan would be the responsibility of the International Executive Committee for maintenance, oversight and advancement.

MOTION re: Transparency and Governance Task Force Recommendation #3
The International Governing Council affirms that we will uphold IRWA's core values and with respect to leadership, we will shape our future through courage clarity and transparency.

MOTION re: Competency-based Leadership and Governance Task Force Recommendations #7 & #8:
The IRWA will create a new training program that supports leaders throughout the organization. An initial focus should be on developing materials for Chapter Treasurer, Secretary, Education Chair and Membership Chair, followed by other positions as demand and resources allow. Existing IRWA leadership training materials will be audited to determine what can be retained and incorporated into the new training program.

MOTION re: International Representation and Governance Task Force Recommendation #4
The International Governing Council will evaluate steps to add an international representative to the International Governing Council as an elected representative of the International membership outside of the United States and Canada.

Governance Task Force Summary
October 2019

The IRWA Governance Task Force finalized its report on September 11, 2019. The Report was a result of the Task Force's review of the Governance Project process and all pertinent documents produced by the Governance Project. The Task Force worked with this project information, as well as poll and survey data from the members, and discussions within the Governance Task Force group on issues in their own Chapters and Regions, to formulate the Governance Task Force Report Recommendations.

Governance Task Force Chair Sharon Slauenwhite presented the Report to the International Governing Council on September 13, 2019.

The International Governing Council voted to receive the completed report and thanked all the task force members for their service.

The following is a summary of the report's recommendations:

RE: Final Phase of the Governance Project

1) The Governance Task Force recommends that the International Governing Council cancel the final phase of the Governance Project and instead take steps to implement changes that will satisfy the goals of the project but will not dramatically alter the existing structure of the organization at this time.

RE: Improving Communications

2) The Governance Task Force recommends the creation of a simple manual that outlines available IRWA communication resources, as well as suggested methods and practices to build and maintain effective communication skills.

3) The Governance Task Force recommends the International Governing Council consider the creation of a governance policy that would be added to the Association's Policies and Procedures to encourage IRWA staff and leaders at all levels of the Association to meet transparency expectations by ensuring reliable, clear and relevant information is readily available.

RE: Full and Fair Representation

4) The Governance Task Force recommends the International Governing Council take steps to identify a means for bringing an International Chapter President on to the International Governing Council as an elected representative of the International membership outside the United State and Canada.

5) The Governance Task Force recommends in one year's time (September 2020), the International Governing Council evaluate the level of engagement of the International Committees and the Communities of Practice to determine if a formal change to provide that group a voice and vote on the Board of Directors merits further consideration.

6) The Governance Task Force recommends in one year's time (September 2020), the International Governing Council evaluate the appropriate number of International Directors on the Board of Directors, and to specifically consider the positive and negative impacts a reduced number of International Directors would have on the fiscal and administrative needs of Chapters, Regions, and the Association as a whole.

RE: Competency-Based Leadership

7) The Governance Task Force recommends the creation of a targeted training program that supports new and existing leaders, and identifies potential future leaders throughout all levels of the Association. The Governance Task Force further recommends that targeted training be available for the various levels of IRWA leaders; specifically new and emerging leaders, chapter leaders, region leaders, international leaders, and senior leaders. In addition, IRWA staff should be encouraged to participate in training, and at all levels of the training, leadership partnership between staff leaders and volunteer leaders would promote trust, accountability, collaboration, and mutual respect.

8) The Governance Task Force recommends a review of existing IRWA leadership training materials and resources to be completed to determine what could be retained and incorporated into a new leadership training program (if approved by the International Governing Council).

9) The Governance Task Force recommends any leadership training for the Association must place emphasis and priority on building and improving effective communication skills and such training must be an ongoing investment in our volunteers.

10) The Governance Task Force recommends that the International Governing Council consider establishing a new tool for identifying volunteers who are interested in serving the Association, such as an online volunteer 'bank' that members can join and provide information on their leadership skills and competencies, and volunteer and work experience.

11) The Governance Task Force recommends that acceptance and approval of any of the Governance Task Force's recommendations should include a provision that it is subject to consultation with staff to determine what impact implementation will have on Association resources (funds, equipment, staff workload, etc.)

By a motion at the September 13th, 2019 meeting, the International Governing Council voted unanimously to cancel the final phase of the Governance Project, as was recommended by the Governance Task Force (Recommendation #1).

It is anticipated that following a review by the Regions at their respective fall 2019 forums, the International Governing Council will meet in February 2020 to determine how to address the Governance Task Force Report's remaining recommendations (#2 - #11).

IRWA Timeless Core Ideology

Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of three notions: **core purpose, mission and core values. Core purpose** describes the organization's reason for being. The **mission** describes who we are, what we do and how we do it. Our **core values** are the enduring principles that guide the behavior of the organization.

CORE PURPOSE:

We improve people's quality of life thorough infrastructure development.

MISSION STATEMENT:

We empower professionals by elevating ethics, learning and a standard of excellence within the global infrastructure real estate community.

CORE VALUES:

- **Integrity:** We are role models that embody the highest standard of ethical practice.
- **Excellence:** We constantly improve our products, our services and ourselves.
- **Flexibility:** We embrace our continually changing environment to adapt to the needs of our stakeholders.
- **Collaboration:** We engage our members, partners and other stakeholders to build a shared body of knowledge and experience.
- **Leadership:** We shape our future through courage, clarity and transparency.