

# **Project Management Institute – Orange County Strategic Plan 2011-2014**

**Prepared: March 13, 2011**

**Updated: June 3, 2012**

## I. Executive Summary

### A. Scope

1. The purpose of this Plan is to present the Board of Governor's vision of PMI-OC at the end of fiscal year 2014 with respect to member value, size, offerings, and the extent of external collaboration.
2. This Plan is designed to be a rolling three-year plan.
3. This Strategic Plan is not an Operations Model nor is it a detailed implementation plan. References will be made to such key Chapter documents throughout this Strategic Plan, and the Director's Operating Plans will be included as an Appendix to this document as they are directly relevant to the content of this Strategic Plan.

### B. Strategic Vision

1. PMI OC is envisioned to continue to be the largest chapter in Southern California encompassing not only Orange County but also reaching PMI members and other project management professionals who live and/or work in the region. Membership has been stable at approximately 1650 members. Modest growth is expected due to current trends in new memberships and improved retention of existing members. Our chapter is committed to excellence in programs delivered directly or virtually. Continued progress in Chapter Organizational Maturity will enhance the Chapter's services to the membership and surrounding community.
2. PMI-OC will strive to offer high quality education and programs to Project Managers. These programs will be geared towards professional development, networking and leadership development through volunteering. There will also be a focus on social medial connections and offering programs online in settings like webinars and podcasts.
3. Within the next two years, PMI-OC will become a premier PMI Chapter, increasing value to our members, partners, volunteers, and community by 2014. PMI-OC will become nationally known for providing best-in-class professional development and networking opportunities for project management professionals in Southern California and beyond. Receiving the PMI Chapter of the year award will be the sign of accomplishing our goal.

## II. Background

### A. Strategic Planning Approach

1. The approach this year was to build on the the prior efforts and only make changes as required.
2. The strategic plan was designed to initially cover a three-year period from April 1, 2011 through March 31, 2014.
3. At the end of the first year, this plan will be reviewed and any necessary changes, along with additional initiatives for the new third-year period will be included in the rolling three-year plan.
4. Validation of the plans and objectives occurred through the Member Survey conducted in January 2011 and reported to the BOD at the Offsite Strategic Plan held on March 13, 2011.

## III. Chapter Identity and Guiding Philosophy

### A. Vision Statement

1. We are recognized as the volunteer organization of innovative project management professionals. We provide value to our stakeholders and the community at large. We promote the development of project management as a benefit in all industries.

### B. Mission Statement

1. We promote project management by providing services, tools and knowledge to project sponsors, project managers, team members and the community. We provide a forum for networking and opportunities for social interaction.

### C. Purpose – Our organization's reasons for being.

1. Providing members and community quality professional development and networking opportunities.

### D. Core Values and Beliefs – Essential and enduring principles that guide our organization.

1. Value of Project Management to Business – We accept the value proposition that effective project management is critical to maintain and sustain desired business results
2. Professionalism – We conduct ourselves and treat others in a respectful manner
3. Integrity – We act in truth
4. Member Value – We focus on our member needs
5. Member Privacy – We hold member information confidential

### E. Strategic Principles – Provide the foundation for sound, consistent values-based decision-making that PMI-OC needs to maintain its strategy and support our fiduciary responsibility. This allows flexible responses to the changes in stakeholder needs and the operational environment. These responses are not bound by a specific time horizon.

1. PMI-OC will use project management best practices in the conduct of our internal affairs, projects and work efforts.
2. PMI-OC recognizes that the project management community includes any individual or organization that embraces the project management discipline, profession, and career path; values the contribution of project management practitioners; and utilizes project management practices.
3. PMI-OC shall primarily focus on activities/offerings that advance the careers and skills of individuals who practice project management on a day-to-day basis (Practitioners of Project Management).
4. PMI-OC structures and offerings will be innovative, adaptable, and flexible in accommodating the needs of stakeholders in the Orange County community.
5. PMI-OC shall seek to develop partnerships with organizations, including project management organizations that support the further development and recognition of the profession in a manner that is aligned with PMI-OC's strategy.
6. We will continue to adhere to three high-level existing strategic objectives.
  - We will plan and execute only those strategies that are in full compliance with our fiduciary responsibilities to the members

- We will continue to pursue differentiated membership value with quality programs. Specific initiatives are specified in a later section.
- We will continue to expand and evolve our organizational structure and processes necessary to meet the needs of the members

## IV. Plan

### A. Core Objectives

1. Differentiate Member Value
2. Implement Operational Effectiveness
3. Expand External Collaboration

### B. Core Projects

1. Improve overall quality of existing programs with a special focus on the monthly chapter meetings, our signature event. .
  - a) During this event, we offer member to member networking opportunities, Informative Presentations with PDU's, collaboration with external entities, and introductions of future chapter events.
  - b) The Advanced Topics Seminars offer our members the opportunity to earn PDU's at a very reasonable cost. And the PMP Prep Workshop provides both members and non-members an outstanding training experience that typically results in passing of the PMP examination. The metrics for these events are as follows:
    - Monthly Chapter Meeting – Metric: 100 attendees per meeting
    - PMP Prep – Metric: 40 participants per session
    - ATS – Metric: 40 participants per session
    - Special Events – 175 participants per session or a target TBD
2. Initiate new programs to extend member value. Refer to the Area Plan for Operations
  - Develop new programs to service the aspiring new project managers
3. Continue to re-energize the welcome to the chapter program. Refer to the Area Plan for Membership
4. Leverage a social networking media presence
5. Better member feedback and review process
6. Create a mentoring program to be addressed in year 2 of this three year plan
7. Implement a new outreach program to both corporations and to non-for-profit entities in our immediate environment
8. Enhance Operational and cross functional Effectiveness
  - Establish PMO practices

### C. Core Strategies

1. Communicate and implement the strategic governance model
2. Rebrand the Organization in the Orange County Marketplace
3. Establish Alliances with similar organizations
4. Offer Bundled Benefits to Business in the Orange County Marketplace

### D. Assumptions

1. Board participation will focus on achieving Chapter Strategic Goals while providing oversight to area tactical goals.
2. The economic state will allow for growth and maturation of the external collaboration in spite of the downturn in the economy.
3. **Membership growth will have planned upper/lower boundaries of +/- 2%**

## V. Plan Management

**A. Management Approach**

1. Management will focus on decentralization with increased responsibility assigned from the Board to the tactical operating units.
2. Project Management tools and techniques will be employed in the process to allow for control, learning in a safe environment and risk reduction.
3. Succession Planning will begin in January and continue throughout the terms of office. A succession ladder will be established in all areas.

**B. Operating Principles**

1. We will work to build a trusting environment
2. We will overcome our fear of conflict and conduct fierce conversations leading to a decision that we will all support.
3. We will be committed as a Board to supporting our strategic and tactical plans
4. We will not avoid accountability
5. We will remain attentive to achieving our planned results.

**C. Stakeholders**

1. Members – the primary stakeholder
2. Volunteers
3. Governance
  - 3a. BOG
  - 3b. Directors
  - 3c. Advisory Council
4. External Collaborators
  - 4a. Sponsors
  - 4b. Other Professional Organizations, both PMI and other
  - 4c. Educators and Students
  - 4b. Business Community
4. PMI GOC

**D. Strengths**

1. Networking – Contacts (recruiters and businesses), events/offerings, employment opportunities, colleges and universities
2. Well-established Core Offerings – PMP Prep, Advanced Topics, Dinner Meetings
3. Members and Volunteers constitute a strong base.
4. Reputation/Brand – Known both county wide and internationally due membership in PMI Global. We have a positive track record (history), a strong institutional knowledge and capital base.
5. Geography- unlike other chapters we are bounded by a county with defined and reasonable travel distances where a large proportion of members either lives or works close to our chapter epicenter.
6. Certification –The PMP designation is widely respected by businesses and professionals
7. Significant institutional knowledge resources
8. Knowledgeable volunteers and written volunteer processes to include transitions.

**E. Weaknesses**

1. Leadership and Key Volunteer Turnover – Competition for valuable discretionary time demands the leadership be available for training and process development to assist new volunteer utilization and retention. This impacts both strategic and tactical implementation.
2. Member Retention – lack of proactive processes to encourage member retention
3. Limited Differentiated PMI-OC Member Value – versus not being a PMI-OC member
4. Volunteer Utilization, Development, Recognition

5. Operational Infrastructure – communicating how the knowledge of and access to the information sources that have been and will continue to be collected should be utilized as a part of our institutional knowledge and lessons learned.

#### **F. Opportunities**

1. Expanded External Collaboration -Sponsors – Expand the collaboration efforts to jointly benefit Business and the Chapter by partnering to improve Project Management Skills while increasing Chapter revenue opportunities. Broaden and better leverage chapter sponsors to increase chapter revenue and help fulfill member needs.
  - a) Recognition within the Orange County area as the premier Project Management and collaborative resource
2. Members – maintain high quality events and offerings while constantly improving and seeking new opportunities for the providing member differentiated value.
  - b) Networking Services – Provide more networking opportunities to increase member transition efforts.
  - c) Job Board – expand our Job Board to more recruiters and provide greater service to our members during the transition period
  - d) Investigate our pricing structure for all events and ensure that we are considerate of the recessionary impact while maintaining our own fiscal soundness.

#### **G. Threats**

1. Economy – Economic transitions (rapid growth, slowdown impacting spending, home prices, etc.), local industry impacts (e.g., Layoffs hiring, transition efforts, discretionary income expenditures Volunteer Leadership – People (styles, skills), process adherence, trust, accountability.
2. Member Retention – Temporary economic conditions make it difficult to maintain membership fees as business cut back on the reimbursement
3. Time Constraints – as employers begin to ask for more and more job related efforts, the discretionary time for PMI will be reduced impacting our volunteer base and operational efficiencies. Also work life balance may shift due to lifestyle changes that impact volunteer availability)
4. Resistance to change – potentially the leadership style and the governance model may change which will have a certain resistance from the membership, as expected.

### **VI. References**

- A. PMI-OC 2012 Vision**
- B. PMI-OC 2012 BOG Area Plans**
- C. PMI-OC 2012 Budget**
- D. PMI-OC 2011 Member Survey Results Summary**

Appendix A Vision:

Dimension	Current Environment	Vision by Year-End 2014 / To Be Environment	Assumptions & Comments (Rationale, Unintended Consequences)
<b>OVERALL</b>			
<b>Member Value</b>	Members responding to our survey cite Networking, Professional Development, Certification and Profession Development Units as the high value offerings of the chapter. Findings from 2010 Member Survey, 58.5% say they value PMI-OC Membership either Very High or High, relative to cost. This compares to 62% in 2008.	We deliver high quality, member specific offerings, with a focus on professional development & networking opportunities. We are a mature PMI chapter <u>and</u> non-profit professional association.	The focus is on quality offerings to our members. We expect some expansion in the scope of our offerings to adapt to our members' current needs. We will focus on depth and quality of what we deliver, how we deliver it, and the value members receive.
<b>Meeting Member Needs</b>	Survey respondents indicate that 81% of our current membership intends to renew their affiliation with the community. This supports the strength of our offering, they are sufficiently diverse that although many people are not involved in all opportunities, the breadth of offerings is sufficient to satisfy the members needs	We have established a strategic position that focuses on Total Quality Management. We constantly review the member needs and expectation and provide quality offerings that expand the baseline with niche offerings that enhance the baseline programs and services. Our tactical execution supports the strategic direction and expectation.	<ul style="list-style-type: none"> <li>- Continue to focus on defining and understanding our member's needs and preferences.</li> <li>- Effectively communicate our plans and programs to the membership using the email blasts and Milestones</li> <li>- Constraints include: <ul style="list-style-type: none"> <li>- Geographical dispersion through the county and SoCal</li> <li>- Mobility (congestion and fuel costs)</li> <li>- Competition for scarce available time (jobs and family responsibilities)</li> </ul> </li> </ul>
<b>Organizational Maturity</b>	The organization has moved to a strategic board with tactical operational capability. The Board of Governors is demonstrating a strategic mindset.	We will be a decentralized organization with empowerment to the directors to both grow their organizations and the future leaders of the organization. The future organization will need to be mature enough to serve a population of ~2000.	<ul style="list-style-type: none"> <li>- The BOG will become an oversight organization with the bulk of the work being done in matrixed committees led by directors or teams of directors.</li> <li>- Strategic direction will be set by the BOG, tactical execution will be the responsibility of the Directors.</li> <li>- The Governance model will be scrutinized to determine if there are required changes.</li> </ul>



Dimension	Current Environment	Vision by Year-End 2014 / To Be Environment	Assumptions & Comments (Rationale, Unintended Consequences)
<b>Chapter Strategic Initiatives Measurements</b>	Initiative tracking was implemented in FY2010 with little success.	Effective measurement must be an integral part of the Chapter Management Process. For each strategic objective, the organization creates appropriate measures and an associated target. Projects may then be designed and implemented to meet each objective.	-Strategic initiatives undertaken, and documented in Director's Operational Plans, will need specified scope and schedule, including meaningful milestones, in order to report on project status -Project Status reports are to be included in monthly BOG updates and posted at least monthly on PMI-OC website
<b>MEMBERS</b>			
<b>Size</b>	As of March 16, 2011 we have 1668 members. Our annual member growth rate over the last 2 yrs has been < 2%. Region 7 chapters have experienced growth rates of approximately 3%	We have approximately 1,600 members. We are interested in improving the retention rate of our members, which could conceivably have a positive impact on our size.	Forecasts assume growth rates of 1-3%, which is a reasonable considering the flat growth over the last year and the economic situation. . The focus is <u>not</u> on marketing to recruit new members; we do <u>not</u> need to grow in size. We do recognize the need for further maturity to enable us to effectively sustain & serve a membership size ~1,600
	PMPs: As of March 16, 2011, we have 1071 PMP's, 11 CAPM's and 5 PgMP holders. Our annual PMP growth rate over the 3 yrs prior to 2006 had been 36%-48%. This rate has risen to 7% over the 5% last year.	We continue to have a strong base of PMPs - at least 60% our membership. This rate remains constant with the membership growth as a percentage of the total.	There is still a strong need for PM training and certification for individuals outside of the chapter. We need to expand our efforts to bring these individuals to our Workshops, given the fact that 64% of our members already hold the certificate.
	Retention: Our average annual Retention Rate (% of members who renew) is ~60% over the last 3yrs. We re gradually putting retention process in place. Note that our retention rate is higher than the average for Region 7 and worldwide.	We understand the reasons why members leave the chapter and they are in line with the reasons presented at the Leadership Institute. While there is a certain number who leave due to environmental or personal reasons, we will target those who leave due to unrealized member value by enhancing the member value of our programs and offerings.	Over the last two years a number of efforts to increase the retention rate have been established. - Our Retention rate is close to the average rate in Region 7. - We do not have a metric in place to record the result of our retention efforts. - Continued efforts to reduce the turnover may be impacted by environmental issues beyond our control. i.e. Employers cutting back on reimbursement for membership, personal financial hardship, lifestyle changes requiring more attention to families.

Dimension	Current Environment	Vision by Year-End 2014 / To Be Environment	Assumptions & Comments (Rationale, Unintended Consequences)
<b>Profile</b>	Industries: Our major industry vertical is IT/IS. Our top industries include Healthcare, Aerospace, Education, Government, Financial Services, & Consulting.	IT/IS continues to be the most represented industry vertical. We tailor our knowledge content (e.g., event topics) to information technology vertical allowing the members to make it more industry specific.	Key industries will continue to change based on economic conditions. We will continue to use the economic forecasting sources such as Chapman University and UCLA along with other key indices to specify our targets.
	Geography: ~70% members live in OC, ~13% live in LA County, ~40% work in OC and 11% work in LA	Due to the low turnout at our monthly dinner meetings, we will investigate other options to enlarge the member involvement base	We expect that the geographic distribution will change very little due to the proximity of the other SoCal counties and the residential & business prospects they each offer. We may need to deliver offerings at new locations (i.e., events) since our attendance is suffering.
	Experience Level: Findings from 2010 Member Survey, representing 12% of membership. For PM experience, 7% have <5yrs, 17% have 5-9yrs, 14% have 10-14yrs, 7% have 15-19yrs, 20% have 20+yrs. For total work experience, 8% have <10 yrs, 15% have 10-19yrs, 72% have 20+yrs. (based on 200 survey respondents)	The target range for our offerings will be at the experience level of 5 to 19 years of experience of PM experience. Matching the offerings to the experience level of our membership Seek out ways in which we engage novice PMs with 1-5 years of experience.	Our offerings will provide professional knowledge at the appropriate level to maximize the member value and participation. - We will continue to use industry publications to identify emerging trends and issues to be brought to the membership. - How will we engage PMs with 1-5 years experience?
	Membership Aging: Our members' average age is 3.45 yrs for holding their PMI-OC membership, PMI membership, & PMP; the average median age is 2.2 yrs. 46% have been PMI-OC member for <2 yrs, 18% PMI-OC member for 2-4 yrs, 39% PMI member for <2 yrs, 18% PMI member for 2-4 yrs. Of those w/ PMPs, 26% been PMP for <2 yrs, 19% been PMP for 2-4 yrs.	Our members' average age is >3 yrs for holding their PMI-OC membership. Our programs and offerings continue to provide high member satisfaction. Our outreach programs encourage employers to continue their support of the organization.	Members will stay involved longer if they have a positive value proposition including: - Programs and offerings that support Networking, Professional Development, Certification and PDU attainment. - Opportunities tailored to their lifestyle requirements

Dimension	Current Environment	Vision by Year-End 2014 / To Be Environment	Assumptions & Comments (Rationale, Unintended Consequences)
<b>Culture</b>	We believe that people see us as presenting a culture that is: professional, yet friendly, supportive, welcoming, open, embracing, with positive energy. We have an environment of learning and that is "safe" (for skills development).	We believe our current culture is embodied throughout our membership and chapter - i.e., in everything we do, not just at our dinner meetings.	Members have expressed a sense that there is a top down orientation and that the organization may not fully react to member needs. Examples include: - There is a long cycle to bring people up to speed in an area. - There appears to be a lack of coordination between directorates
<b>OFFERINGS</b>			
<b>Type</b>	<p>Event Offerings: We offer a core set of solid professional development events. Monthly: Chapter Meetings, and Advanced Topic Seminars. Other recurring events: PMP Prep Workshops (very strong), Member/Volunteer Orientation Sessions (solid). Also, we partner on the annual SoTec conference and on special events as the opportunities arise. All are well-valued.</p> <p>We have a reliable web site and event registration in place.</p>	<p>We increased the quality of our current offerings - the value, effectiveness, and consistency. Our offerings primarily serve experienced professionals. We may add some new offerings, but primarily we will focus on improving delivery &amp; meeting the needs of our target members.</p> <p>We have begun to broaden our remote access offerings &amp; make them available to members only - e.g., members area on PMI-OC web site with member only access to online Milestones, professional development materials/presentations, discussion boards, PMI-OC knowledge capital, PM resources (document storage), member profile/preferences, employment profile/opportunities, templates.</p>	<p>Prior surveys of similar sized chapters indicate that attendance counts are similar. The key difference is that other chapters do have multiple locations which tend to increase the attendance i.e. for dinner meetings. One proven factor is that if we offer incentives we may be able to increase the attendance counts at meetings or events. The ability to have a Members Only area will enhance this feature.</p> <p>The PgMP &amp; CAPM certifications are not our primary focus.</p>
	Other Offerings: Our other offerings include <i>Milestones</i> newsletter (very professional) web site (solid and improving), e-mail blasts (professional), Volunteer Program (very strong), and recognition (VOM, VOY, POY, & new members and PMPs). All are well received.	Our baseline offerings will be reviewed and a determination will be made on the steps we can take for continuous improvement	Static programs and offerings lead to static leadership. We will use the energy of our volunteers to constantly improve each of our offerings.

Dimension	Current Environment	Vision by Year-End 2014 / To Be Environment	Assumptions & Comments (Rationale, Unintended Consequences)
	<p>Partners/Sponsors: Our sponsorships are in the form of <i>Milestones</i>, Web site advertising and dinner meeting vendor showcases. Net sponsored income for all sources combined is less than 20% of the event cost. A Corporate Sponsorship Program was developed but has not yet brought results, and we are not actively developing partnerships. We respond to opportunities as they arise. Our primary partnership is with the local SCQAA and AITP associations in conducting the annual SoTec conference.</p>	<p>We have diversity in products and services and cross-sell to our Partnerships in order to provide increased member value - e.g., conducting professional development events, providing member discounts to external offerings.</p>	<p>We are underutilizing our sponsors/partners for income opportunities and to bring more PM product/service knowledge to our members. We have targeted four companies and we are partnering with those companies to enhance the Project Management profession at their locations.</p>
<p><b>Attendance</b></p>	<p>Overall attendance has been trending down for the last five years. Revenue data shows average revenue of ~\$4,500 five years ago to just over \$2,000 currently. Monthly costs have averaged just under \$4,000. Reasons cited for the decline in attendance include presentation topics, economic conditions, higher fuel costs, as well as work and family commitments</p>	<p>Attendance will be impacted by:</p> <ul style="list-style-type: none"> <li>- <b>Quality and timeliness of offerings</b></li> <li>- Cost</li> <li>- Targeting the member needs.</li> </ul>	<p>We have a mechanism in place to track event attendance and other offering utilization, i.e., web site utilization.</p>
<p><b>Content</b></p>	<p>Our current content &amp; topics primarily serve professionals. We do not distinguish topics/offerings by experience level. Our topics &amp; speakers vary throughout the year reflect our diversity in industry representation.</p>	<p>Our content focuses on and serves experienced professionals (9 - 19 years in the profession). We tailor our content (e.g., event topics) based on member needs/representation while seeking diversification to meet a wide spectrum of interests in the PM area.</p> <p>We will look for ways to offer limited content to younger professionals with 1-5 years in the profession, knowing that the majority of the membership is still typically a seasoned professional with multiple years of experience</p>	<p>Refer to Meeting Member Needs comments.</p> <p>How will we develop this new content? (take a look at <a href="http://www.pmstudent.com">www.pmstudent.com</a> – that is their target audience / content.)</p>

Dimension	Current Environment	Vision by Year-End 2014 / To Be Environment	Assumptions & Comments (Rationale, Unintended Consequences)
<b>MEMBER VALUE</b>			
<b>Benefits</b>	<p>Members benefit from very low cost offerings for our PMP Prep Classes and ATP seminars. The overall cost versus the market is substantially less.. (i.e. Dallas charges \$1750 for their PMP Prep Class). This is a differentiation from the market cost, although the member - non member cost equation will be re-examined. Our PDU offerings are substantial and if utilized along with other benefits, such as Networking, provide high member value.</p>	<p>We communicate the tangible and intangible benefits that the members are receiving to enhance the member perception of differentiated value.</p> <p>Our culture, offerings and focus remains on providing the highest quality offerings, subject to continuous quality improvement leading to member recognition of the quality provided.</p> <p>This will allow our brand to be strengthened both among our members and the corporate community</p>	<p>Future opportunities for PMI-OC Members to receive differentiated value:</p> <ul style="list-style-type: none"> <li>- Discounted pricing for our programs to members, volunteers and non-members for event registrations.</li> <li>- Better communication of differentiated benefits to the membership.</li> <li>- External marketing focuses on shared benefits, accomplishments, recognition, and brand awareness, not on recruiting.</li> </ul>
	<p>We conduct surveys for most events and an annual member survey. We understand the member needs and our plans to meet those needs</p>	<p>We have a fully implemented and functioning Member feedback system that includes formal surveys (events, renewals, and an annual survey).</p>	<p>Survey data for surveys other than the annual survey will be conducted and results interpreted and distributed among leadership, marketing, membership and programs</p>
<b>INFRASTRUCTURE</b>			
<b>Organization Structure</b>	<p>The BOG has implemented a strategic organizational structure where the Board handles strategic issues, while the Directors under each Governor are responsible for implementing the tactics necessary to achieve the strategic goals and to handle day-to-day operations of the chapter.</p>	<p>The Governors will work with the Directors to further strengthen the capabilities of the Directors and their respective committees. The Governors will also strive to reduce the barriers between the different groups to improve overall effectiveness of chapter leadership.</p> <p>Succession planning will continue as will the development of second and third tier leaders.</p>	<p>Governance changes that impact the bylaws and structure may take an extended period to implement, due to the need for member involvement.</p> <p>Continued emphasis on outsourcing required a different skill set to oversee administrative functions</p>

<b>Dimension</b>	<b>Current Environment</b>	<b>Vision by Year-End 2014 / To Be Environment</b>	<b>Assumptions &amp; Comments (Rationale, Unintended Consequences)</b>
<b>Operations</b>	We have an incomplete operations manual that needs updating and distribution.	<p>A team will develop the Operations Manual which will be published by the end of 2011.</p> <p>We will utilize Project Management best practices in our project execution and chapter leadership.</p> <p>Our governance approach reflects our need to provide diversified services to our member base within the considerations of the cultural mode.</p>	<p>This team will function under the direct leadership and oversight of the VP Administration.</p> <p>Governance issues will rest with the Board of Governors.</p>