

## **Crosswalk of Proposed Changes to the Harry Specht California Social Work Education Center (CalSWEC) Board Membership and Meetings**

Following are some key items to keep in mind for the purposes of this review:

- The Strategic Plan acknowledges the need to reorganize Board membership and meetings and the survey data collected from the CalSWEC community support reductions in Board size and composition, as well as the frequency and length of meetings per year.
- “Board meeting,” defined previously to May 2016, included the joint convening of the CalSWEC Executive Committee, Child Welfare, Mental Health and Aging Committees and a full Board meeting over a two-day period.<sup>1</sup>
- Board meeting costs have been and continue to be borne by the Title IV-E Stipend, Training and In-Service and MHSA Stipend programs within the parameters of existing contracts and annual membership dues.<sup>2</sup>
- In order to move forward on the reorganization of Board membership and meetings the following changes are being proposed for review and consideration of the CalSWEC Executive Committee.
- Proposed changes were originally presented to the Executive Committee in August 2016 to more closely align Board and Committee activities with contract deliverables. They were based on the following criteria:
  - to advance the implementation of the next steps, themes and goals outlined in the Strategic Plan;
  - to fully utilize the advisory capacity of CalSWEC university and community partners to strengthen current programs, identify funding opportunities, and develop innovative approaches to workforce development;
  - to strengthen CalSWEC’s role as a thought leader/leader, capacity builder, research leader, advocate/protector and relationship builder/connector;
  - to continue to convene the CalSWEC community on a regular basis to discuss issues related to the academic preparation (pre-service) and agency training (in-service) activities to produce a competent and prepared child welfare, integrated behavioral health and aging services workforce;
  - to utilize CalSWEC financial and human resources in an effective and efficient manner that aligns with contract/funder requirements and expectations, including increased use of technology and learning management systems to support CalSWEC advisory and educational activities.
- The Executive Committee convened on a regular basis in 2016-17 to develop a plan to implement the reorganization of the Board membership and meetings, as outlined in the Strategic Plan that was ratified by the CalSWEC Board in 2015. Proposed changes include:
  - reducing the size of the Board and recomposing it so it more fully represents broader and more contemporary stakeholder/constituent perspectives;
  - reframing the Board’s charge as advisory in nature;
  - maintaining an Executive Committee composed of Board officers as currently appears in the bylaws;
  - reconstituting Permanent Committees as Subcommittees in alignment with CalSWEC roles outlined in the Strategic Plan; and

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<sup>1</sup>Historically, CalSWEC Board meetings were held three times per year, in conjunction with the various committee meetings. Current bylaws require an annual meeting.

<sup>2</sup>The cost of two-day Board meetings during 2013-15 averaged \$7,800; the cost of one-day Board meeting during 2016 averaged \$5,230.

- convening the CalSWEC community at an annual conference; and
- expanding Affinity Group activities to maintain connection and synergy among CalSWEC community members around special interest topics.

Following is a summary of recommendations vetted by the Executive Committee and are ready to be presented for a full Board vote.

### Current CalSWEC Board → Proposed CalSWEC Community Membership

Intention			
Dissolve current Board structure and expand CalSWEC membership			
	Current	Proposed <sup>3</sup>	Rationale for Proposed Changes
Name	Board of Directors  (See Composition section below to identify current Board membership.)	CalSWEC Stakeholders/Constituents <sup>4</sup> “Constituents of the center” currently include <ul style="list-style-type: none"> <li>● California social work programs</li> <li>● Representatives from the County Welfare Directors’ Association, the Mental Health Directors’ Association and representatives of Aging and Adult Services Directors.</li> <li>● Volunteers affiliated with CalSWEC projects who attend Committee meetings</li> <li>● Consumers affiliated with Center projects</li> <li>● Representatives of from the public and/or not-for-profit sectors with Board approval</li> </ul>	Reconceptualization of larger group of CalSWEC partners as Stakeholders/Constituents rather than Board members, with simultaneous creation of smaller Advisory Board that will function in place of the current Executive Committee. <sup>5</sup>

<sup>3</sup> Recommended by the CalSWEC Executive Leadership Team to the Executive Committee in August 2016 to more closely align Board and Committee activities with contract deliverables.

<sup>4</sup> The term “constituents” appears in the current bylaws; however, the term “stakeholders” was adopted when the Strategic Plan was drafted in 2015.

<sup>5</sup> Will requires change in bylaws.

<b>Officers</b>	<ul style="list-style-type: none"> <li>● President</li> <li>● Vice-President</li> <li>● Immediate Past President<sup>6</sup></li> <li>● Secretary</li> <li>● Treasurer</li> </ul>	Leadership roles to be fulfilled through the Advisory Board that will replace the Executive Committee, as outlined below.	Alignment of Board structures and delineation of actual functions and authority.
<b>Size</b>	Minimum of 20 and maximum of 49 members (currently 44) <sup>7</sup>	Unlimited number of members <sup>8</sup>	Creation of an open and self-sustaining membership structure, including initiating a fee-for-service model to generate funds that can be used to support meeting costs and activities not allowable in current CalSWEC contracts. <sup>9</sup>
<b>Composition</b>	<p>University, County and Other CalSWEC Partners</p> <p>Current bylaws specify the following<sup>10</sup>:</p> <ul style="list-style-type: none"> <li>● University partners, not to exceed 50% of Board membership</li> <li>● 6 CA Welfare Directors Association (CWDA) reps + 2 alternates</li> <li>● 6 CA Behavioral Health Directors Association (CBHDA)<sup>11</sup> + 2 alternates</li> <li>● 2 reps from statewide organizations concerned with adult and aging services</li> </ul>	University, County and Other CalSWEC Partners that meet the Center’s definition of “stakeholder/constituent.”	

<sup>6</sup> See Article VIII, Sections 1 and 5; the immediate past president is a designated member of Executive Committee.

<sup>7</sup> See Article IV, Section I.

<sup>8</sup> See Article III, Section 1 for definition of “constituents”.

<sup>9</sup> Continue sponsored annual membership dues from partner organizations and schools; institute an affiliate membership category for universities and nonprofit organizations that do not participate in CalSWEC stipend programs until an appropriate fee-for-service model is identified.

<sup>10</sup> Board composition is defined in Article III, Section 2 of the CalSWEC Bylaws. University representation currently numbers 22 deans and directors of California schools/departments of social work.

<sup>11</sup> Referred to in bylaws as the California Mental Health Directors Association.

	<ul style="list-style-type: none"> <li>● 1 CDSS Director or designee NASW-CA Executive Director or designee</li> <li>● 1 Dean @ UCD Extension or designee</li> <li>● 4 nonprofit reps</li> <li>● A descendant or enrolled member of a California Tribal Nation (or Nations) that is knowledgeable about California urban and rural Tribal communities.</li> </ul>		
<b>Role/Functions</b>	<ul style="list-style-type: none"> <li>● Receives and votes on Executive Committee recommendations</li> <li>● Convenes Committee meetings</li> <li>● Once items are approved by Board, President determines what actions will be made to ensure proper implementation</li> </ul> <p>All projects that shall be undertaken by CalSWEC, its staff or its representatives, or under the auspices of CalSWEC, shall be approved, after prior consultation with the appropriate Committee or initiative committee of the Center, by a majority of the voting members of the Board, or, in the interim between regular meetings, by a majority of the Executive Committee of the Board.<sup>12</sup></p> <p>The Board, at regular or special meetings, may establish other permanent or special committees at its discretion in order to undertake the work of CalSWEC.<sup>13</sup></p>	<ul style="list-style-type: none"> <li>● Enact CalSWEC mission and goals through partnerships, programs and initiatives</li> <li>● Receive and share updates on CalSWEC activities, including sharing information and accomplishments with other organizations and entities</li> <li>● Recommend the establishment of work/affinity groups as needed around specific issues, challenges, needs, and priorities related to advocacy, policy development, interdisciplinary collaboration,</li> <li>● Populate work and affinity groups</li> <li>● Provide feedback and offer recommendations on activities /actions to the Advisory Board</li> <li>● Facilitate opportunities for student and/or student-faculty research and program activities, focused on advocacy activities, leadership development, and practice innovation related to CalSWEC's</li> </ul>	<p>Increased efficiency in reaching the Center's established objectives.</p> <p>More effective use of resources to engage CalSWEC constituents and meet contract deliverables.</p>

<sup>12</sup> See Article VIII, Section 2.

<sup>13</sup> See Article VIII, Section 3.

	<p>The President, with the approval of the Board, shall appoint the members and chairs of any permanent or special committees established by CalSWEC, with the exception of the Executive Committee.<sup>14</sup></p>	<p>mission and goals</p> <ul style="list-style-type: none"> <li>● Participate in CalSWEC symposia, workshops, presentations and/or poster sessions at annual CalSWEC conference-style meeting</li> <li>● Participate in technology-supported platform for stakeholders, Advisory Board and work/affinity groups to convene to discuss proposed activities and actions</li> </ul>	
<p><b>Frequency of meetings</b></p>	<p>Meets a minimum of once per year; additional Board meetings or special meetings may be held as necessitated by the business of the Center.<sup>15</sup></p>	<p>CalSWEC stakeholders/constituents will be convene once a year at an annual conference beginning in 2019.</p> <p>Other venues for convening will occur via existing meetings i.e. PC meetings, Ad Hoc Work and Affinity Group meetings.</p>	<p>The reduction of Board meeting-associated costs to CalSWEC to enable better use of limited resources.</p> <p>Freeing of staff resources for meaningful annual conferences that align with contract deliverables and add value to the work of CalSWEC and its stakeholders.</p> <p>Creation of an annual multi-day conference-style meeting for all CalSWEC stakeholders to create meaningful opportunities for convening, collaboration, and learning.</p>

<sup>14</sup> See Article VIII, Section 4.

<sup>15</sup>Prior to 2014 and the initial implementation of the Strategic Plan, CalSWEC Board meetings were held three times per year, in conjunction with the various Committee meetings.

## Current CalSWEC Executive Committee → Proposed CalSWEC Advisory Board

Intention	Reduce board size and maximize functionality and support to implement Strategic Plan		
	Current	Proposed <sup>16</sup>	Rationale for Proposed Changes
<b>Name</b>	Executive Committee	Advisory Board	Reconceptualization of core governing structure as the CalSWEC Advisory Board rather than the Executive Committee.  Transfer of advisory obligations to this Board. <sup>17</sup>
<b>Officers</b>	Not specified in bylaws. <sup>18</sup>	<ul style="list-style-type: none"> <li>● President<sup>19</sup></li> <li>● Vice-President</li> <li>● Immediate Past President</li> <li>● Secretary</li> <li>● Treasurer</li> </ul>	The alignment of Advisory Board structures and delineation with their actual functions and authority.
<b>Size</b>	13 members including chairs of Initiative Committees	25 members <sup>20</sup>	
<b>Composition</b>	<ul style="list-style-type: none"> <li>● The elected officers of the Board</li> <li>● The chairs of the Board's Permanent Committees</li> <li>● The chairs of CalSWEC Initiative Committees</li> <li>● The CalSWEC PI, if not already a</li> </ul>	<ul style="list-style-type: none"> <li>● 6 University partners<sup>22</sup></li> <li>● 4 CWDA representatives</li> <li>● 4 CBDHA representatives</li> <li>● 2 representatives from statewide adult and aging service organizations</li> </ul>	The creation of structured capacity for adequate and balanced representation from all stakeholders.

<sup>16</sup> Recommended by the CalSWEC Executive Leadership Team to the Executive Committee in August 2016 to more closely align Board and Committee activities with contract deliverables.

<sup>17</sup> Will require change of language in bylaws.

<sup>18</sup> See Article VIII, Sections 1a and 5.

<sup>19</sup> Coincides with current definition of Board officers. See Article VII, Sections 1-4.

<sup>20</sup> Odd number in case tie-breaking vote is needed has been recommended during Executive Committee discussions.

	<p>member of the Executive Committee as an elected officer</p> <ul style="list-style-type: none"> <li>• The Immediate Past President<sup>21</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 1 CDSS director or designee</li> <li>• 1 NASW-CA executive director or designee</li> <li>• 1 UC Berkeley-SSW dean or designee</li> <li>• 1 descendant or enrolled member of a California Tribal Nation(s) knowledgeable about California urban and rural Tribal communities</li> <li>• 2 Regional Training Academy directors</li> <li>• 3 other stakeholder/funder representatives (ex: NASW, representatives of State agencies, associations, commissions and/or relevant foundations)</li> </ul>	
<b>Role/Functions</b>	<p>The Executive Committee</p> <ul style="list-style-type: none"> <li>• Acts on behalf of the Center Board</li> <li>• Serves as a coordinating body between the Board and its permanent and ad hoc committees</li> <li>• Develops the agenda for any regular or special meetings of the Board.</li> <li>• Reviews and decides what committee recommendations are to be brought to Board of Directors for formal vote.</li> <li>• The Laws/Nominations/Board Membership Committee is a sub-</li> </ul>	<ul style="list-style-type: none"> <li>• Guide strategic vision</li> <li>• Set meeting agendas</li> <li>• Review meeting minutes</li> <li>• Review CalSWEC finances</li> <li>• Provide leadership around identifying and securing external funding.</li> <li>• Establish and convene work/affinity groups as needed around identified needs related to advocacy, policy development, interdisciplinary collaboration,</li> </ul>	<p>The creation of a more efficient, effective and meaningful model for stakeholder input and participation.</p> <p>Increased focus of Board efforts on more critical and urgent discussions of policy, advocacy, and improving public and private agency collaboration on social issues and challenges through practice, education, training, and research.</p>

<sup>22</sup>Aligns with Article IV, Section 2 stating university representatives “shall not exceed 50% of the Board’s membership. Note: Would require CADD members to elect representatives among themselves.

<sup>21</sup> See Article VIII, Section 5.

	committee of the Executive Committee. <sup>23, 24</sup>	<p>and based on stakeholder requests to address specific issues, challenges, needs, and priorities</p> <ul style="list-style-type: none"> <li>● Receive and review stakeholder and affinity group proposals and updates to assess alignment activities with the CalSWEC mission and goals</li> <li>● Recommend dissemination activities for sharing results of work/affinity group activities with CalSWEC and the larger social work education communities, including county leadership, professional associations, legislature, and the media.</li> </ul>	Increased capacity for CalSWEC to systematically compile and catalogue best practices identified by work/affinity groups, including evidence-based or informed practices to be shared with the CalSWEC stakeholders and larger community.
<b>Frequency of meetings</b>	The Board of Directors is charged with meeting a minimum of once per year; additional Board meetings or special meetings may be held as necessitated by the business of the Center. The Executive Committee is empowered to act on behalf of the CalSWEC Board when circumstances require timely action and a regular meeting or special meeting of the Board cannot be expeditiously arranged. <sup>25</sup>	<p>The Advisory Board will meet quarterly, with a minimum of two face to face meetings per year and two virtual meetings hosted via web based audio/video conferencing platforms.</p> <p>Face to face meetings may be scheduled in conjunction with CalSWEC’s annual conference and/or other relevant meetings e.g. CWDA, CBHDA, etc.</p> <p>Additional virtual meetings may be held on an as needed basis.</p>	<p>The creation of a more flexible meeting format/schedule that enables the Advisory Board to respond more nimbly to emerging issues and needs.</p> <p>The reduction of Board meeting-associated costs to CalSWEC to enable better use of limited resources.</p> <p>Freeing of resources for meaningful annual conferences that will add value to the work of CalSWEC and its stakeholders.</p>

<sup>23</sup> See Article III, Section 1a.

<sup>24</sup> Charter for the Executive Committee not available.

<sup>25</sup>Historically, there have been three CalSWEC Board meetings and three Executive Committee meetings convened each year.

**Current CalSWEC Permanent Committees → Proposed CalSWEC Ad Hoc Work & Affinity Groups**

Intention	Focus Committee and CalSWEC Community attention on salient issues per Strategic Plan		
	Current	Proposed <sup>26</sup>	Rationale for Proposed Changes
<p><b>Name</b></p>	<p>Three Permanent Committees (Curriculum and In-Service Training, Workforce Development and Funding, and Research and Development)<sup>27</sup></p>	<p>Creation of three committees: Capacity Building and Planning; Research and Evaluation; and Advocacy and Policy Committees. These content areas align with the Center goals and activities reflected in the Strategic Plan. The Executive Committee and the Executive Leadership Team will vet membership and agendas.</p> <p>The Board, upon recommendation of the Executive Committee, will designate ad hoc Committees.</p> <p>Affinity, groups based on identified issues and areas of need, would be goal-oriented, task focused, and time-limited. Affinity groups would be open to stakeholders/constituents and Advisory Board members and managed by CalSWEC staff.</p>	<p>Increased focus of efforts on more critical and urgent discussions of emergent needs and challenges related to social work education, training, practice, and research, including policy and advocacy issues and the improvement of public and private agency collaborations.</p>

<sup>26</sup> Recommended by the CalSWEC Executive Leadership Team to the Executive Committee in August 2016 to more closely align Board and Committee activities with contract deliverables

<sup>27</sup> See Article VIII, Sections 1c-e.

<b>Officers</b>	Committee chairs, note taker, and designated CalSWEC staff liaisons	Committee chairs, note takers, and designated CalSWEC staff liaisons?	
<b>Size</b>	Permanent Committees shall be comprised of no more than 15 Board members and must include a proportional representation of all Board member groups. <sup>28</sup>	Unlimited number of constituent members	
<b>Composition</b>	<p>Current committee membership is composed of</p> <ul style="list-style-type: none"> <li>● University representatives (including faculty and PCs)</li> <li>● County representatives</li> <li>● RTA representatives</li> <li>● Tribal/Indigenous representatives</li> <li>● CDSS representatives</li> <li>● Funder representatives</li> <li>● Community/partner organization representatives</li> <li>● Client/consumer representatives</li> </ul> <p>All Board members are expected to serve on one Permanent Committee.</p>	<ul style="list-style-type: none"> <li>● University representatives (including faculty and PCs)</li> <li>● County representatives</li> <li>● RTA representatives</li> <li>● Tribal/Indigenous representatives</li> <li>● CDSS representatives</li> <li>● Funder reps</li> <li>● Community/partner organization representatives</li> <li>● Client/consumer representatives</li> </ul>	
<b>Role/Functions</b>	Curriculum and In-Service Training Committee: Responsible for evaluating and ensuring the quality of CalSWEC curricula in social work education and training and developing new curricula materials and	<ul style="list-style-type: none"> <li>● Identify participating stakeholders/affinity group members</li> <li>● Specify how work/affinity group activities promote and/or advance CalSWEC mission and goals</li> </ul>	Enhanced ability to convene interested, knowledgeable, committed members of the CalSWEC stakeholders' community for focused, time-limited work around emergent and temporal issues as needs arise for

<sup>28</sup> See Article VIII, Section 4, paragraph 2.

	<p>resources for utilization by social work programs and training entities throughout the state as needed.<sup>29</sup></p> <p>Workforce Development/Funding Committee: Responsible for overseeing implementation of the “Master Plan for Social Work Education in California,” addressing other appropriate social work workforce issues as needed, reviewing statewide workforce data annually to inform workforce development activities, and researching and seeking funding opportunities for social work education in California.<sup>30</sup></p> <p>Research and Development Committee: Responsible for engaging in, sponsoring and directing evaluative and other research projects pertaining to social work education and social work practice in the public and not-for-profit social services.<sup>31</sup></p> <p>All committees are to create sub-committees focusing on the initiatives as needed.</p>	<ul style="list-style-type: none"> <li>● Provide feedback and offer recommendations on activities /actions to the Advisory Board</li> <li>● Co-sponsor symposia, workshops, presentations and/or poster sessions with CalSWEC</li> <li>● Create opportunities for student and/or student-faculty research and program activities, e.g., advocacy activities, leadership development, practice innovation</li> <li>● Compile and catalogue best practices identified, to be shared with the CalSWEC community and associated stakeholders</li> </ul>	<p>CalSWEC staff and partner organizations.</p> <p>Greater ability to harness stakeholder knowledge and energy in useful and efficient ways to achieve CalSWEC goals and address challenges as they arise.</p>
<p><b>Frequency of meetings</b></p>	<p>Historically there have been three meetings per year, coinciding with CalSWEC Board meetings.</p>	<p>To convene as needed using online/virtual tools as necessity and frequency require</p>	<p>The elimination of repetitive information reporting of current Board and committee meetings.</p> <p>The reduction of Board meeting-associated costs to CalSWEC,</p>

<sup>29</sup> See Article VIII, Section 1c.

<sup>30</sup> See Article VIII, Section 1d.

<sup>31</sup> See Article VIII, Section 1e.

			<p>enabling better use of limited resources.</p> <p>Freeing of resources for meaningful annual conferences that will add value to the work of CalSWEC and its stakeholders.</p>
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