



Engineers for a
Sustainable
World

STRUCTURE & GOVERNANCE

Updated November 2007

Foreword

First, thank you for taking this step to use the resources and tools that have been developed to better your chapter experience. Chapters are the heart of our organization and ESW wouldn't be successful without leaders like you. Our chapter leaders and members set an admirable example – you inspire more and more engineers to have a positive impact on the world, not as we know it, but as we want it to be.

Building a solid leadership structure for your Collegiate Chapter is a critical component of ensuring the success of your chapter's activities, *today*, and *for years to come*. It is important to engage a diverse group of undergraduate, graduate students, faculty, and community members to carry out high quality outreach programs and projects, and to build a strong foundation for the continuity of these activities.

Thank you to the many individuals who developed the content for this guide throughout the years, including: Regina Clewlow, Alexandra Conliffe and Becky Minich. We also appreciate the recommendations and suggestions from chapter leaders as we update this guide from year to year.

I look forward to working with you, the chapter leaders, to help develop and support the wonderful work you're doing on behalf of ESW and our fellow citizens around the world.



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Engineers for a Sustainable World

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Please direct any questions related to this guidebook to ESW at:

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Chapter Executives

FORMATION OF CHAPTER EXECUTIVES

When an ESW Collegiate Chapter is founded, an executive board of Chapter Leaders should be formed. The ESW US National Office recommends that a chapter form a leadership team after their first or second general meeting so that the chapter can begin developing a plan to start programs and activities to engage members.

ELIGIBILITY FOR CHAPTER LEADER POSITIONS

Only ESW Members can run for a Chapter Leader position. All other aspects are left to the discretion of the chapter. The following are considerations to bear in mind when/if the chapter sets guidelines for executive eligibility.

- Undergraduate and graduate students?
- Engineers and non-engineers?
- Students and non-students?

It is important to remember that a well-rounded leadership group will create balance and perspective. The most successful Collegiate Chapters tend to be the ones that involve both undergraduate and graduate students on their executive boards.

RESPONSIBILITIES AND TIME COMMITMENT

All Chapter Leaders should:

- Attend all executive meetings
- Fulfill the tasks of their position, as defined in the chapter constitution
- Show commitment to chapter, education, awareness and development

The time commitment of a Chapter Leader depends largely on the activity level of their chapter. Generally, a Chapter Leader should expect to commit a few hours each week to the chapter. At election time, outgoing executive members should assess how many hours they devoted to their chapter each week and this should be stated at a general meeting so that those members who choose to run for the executive know what kind of commitment they can expect to give.

BENEFITS OF BEING A CHAPTER LEADER

There are many benefits to being an ESW Chapter Leader. Being a member of your chapter leadership team gives you the opportunity to:

- link your university to sustainable development programs and activities;
 - learn more about critical global issues and the role of engineers in addressing them;
 - work with professors and staff at your university, professionals, corporations and other non-governmental organizations towards a worthy cause;
 - learn more about charities and non-governmental organizations;
 - develop leadership and organizational skills; and
- do much, much more... you set the goals and you do what it takes to achieve them!

Recommended ESW Chapter Leader Structure

Each ESW chapter is unique and as such, many chapters have chosen to adopt different organizational structures for their executives. All chapters must have the following two executive positions:

PRESIDENT

The President will represent their ESW chapter to members of the chapter, members of ESW and those external to ESW. Duties include:

1. Assume the duties of any vacant executive position until filled, with the exception of the Vice President of Finance; A person other than the President must always hold the position.
2. Act as a chair for all general and executive meetings.
3. Act as one of the three signing authorities for the registered student club.
4. Develop and manage the advisory board of faculty, alumni, and administrators.
5. Monitor the official email account.
6. Appoint chairs to VP's as deemed necessary.
7. Establish and maintain legacy documents to use in the organization's transition.
8. Maintain connectivity with the ESW US National Office by ensuring participation in leadership training, national events and meetings, and mid-year and end-of-year reporting.

VICE PRESIDENT OF FINANCE

*** See the ESW Finance Guide for further guidelines and resources. ***

The Vice President of Finance will be responsible for the handling of all funds associated with ESW. Duties include:

1. Prepare a proposed budget for approval, in co-operation with VP of Fundraising.
2. Act as one of the three signing authorities for your Collegiate Chapter.
3. Track income and expenditures for your Collegiate Chapter.
4. Collect receipts for "out-of-pocket" money spent and issue reimbursement.
5. Prepare regular financial statements, and inform the Executive Board and Advisor of financial status.
6. Coordinate the bank account(s) and the postal box.
7. Ensure that financial regulations of student groups at your college are followed.
8. Report financial activity to the ESW US National Office bi-annually, and abide by the ESW Finance Guide.
 - In the case that multiple financial accounts associated with ESW activities exist, the VP of Finance is responsible for providing reports for all associated accounts.

Most chapters have an additional 3 to 7 Chapter Leaders who fulfill a variety of tasks as outlined in the following position. While titles and distribution of tasks may vary slightly from one chapter to another, it is essential that each duty outlined here is delegated to a member of the executive board.

VICE PRESIDENT OF MEMBERSHIP AND EVENTS

**** See the ESW Membership Guide and Event Planning Guide for further guidelines and resources.****

The Vice President Membership and Events will be responsible for managing membership registration activities and coordination of your Collegiate Chapter events. Duties include:

1. Coordinate the registration of ESW Members affiliated with your Collegiate Chapter through the ESW US National Office.
2. Provide regular updates to the Executive Board on ESW Members affiliated with your Collegiate Chapter.
3. Work to expand membership among local students, faculty, staff, and professionals.
4. Organize events to engage ESW Members that focus on sustainability, engineering, and practical action. Coordinate logistics for guest speakers.
5. Ensure that your Collegiate Chapter is aware of the guidelines and resources available through the ESW Membership Guide and ESW Event Planning Guide.

VICE PRESIDENT OF EDUCATION

**** See the ESW Education Guide for further guidelines and resources.****

The Vice President of Education will be responsible for integrating sustainability and sustainable development into the engineering curriculum. Duties include:

1. Connect with faculty to introduce sustainability-focused content into courses.
2. Provide a listing of courses (in engineering and beyond) that students in ESW may be interested in taking with a focus on sustainability and sustainable development.
3. Coordinate with the VP of Projects to ensure chapter projects are supported through senior-level design courses, graduate research, or other course models where students get credit for working on ESW projects.
4. Participate in the national dialogue on engineering education through ESW's US National Office. Share national resources with the local community, and vice versa.
5. Ensure that your Collegiate Chapter is aware of the guidelines and resources available through the ESW Education Guide.

VICE PRESIDENT OF FUNDRAISING

**** See the ESW Fundraising Guide for further guidelines and resources.****

The Vice President of Fundraising will be responsible for the solicitation of funds to support the activities of your Collegiate Chapter. Duties include:

1. Cooperate with the VP of Finance to develop annual budget.
2. Develop funding proposals to finance your chapter's program and projects.
3. Organize fundraising events to finance your chapter's program and projects.
4. Coordinate with ESW's US National Office to seek funding from national and international organizations.
5. Ensure that your chapter is aware of the guidelines and resources available through the ESW Fundraising Guide.
6. Ensure that donors and sponsoring organizations receive follow-up after providing funding.

VICE PRESIDENT OF MARKETING & PUBLIC RELATIONS

**** See the ESW Marketing Guide for further guidelines and resources. ****

The Vice President of Marketing & Public Relations will be responsible for the dissemination of information regarding the goings-on of the chapter and keeping all members informed of events and updates. Duties include:

1. Oversee and maintain the mailing list and webpage.
2. Advertise, including posting of notices and events.
3. Record, distribute and archive the minutes of all executive and general meetings.
4. Ensure consistency with national ESW brand, and ensure that your chapter is aware of the guidelines and resources available through the ESW Marketing Guide.

VICE PRESIDENT OF PROJECTS

**** See the ESW Project Guide for further guidelines and resources. ****

The Vice President of Projects will be responsible for coordinating sustainable development projects of your chapter. Duties include:

1. Facilitate the integration of ESW-identified projects into courses offered by the college with the VP of Education.
2. Manage the submission of proposals and reports to ESW's US National Office, and donors (in conjunction with VP of Fundraising).
3. Ensure that all sustainable development projects of the chapter are consistent with ESW's vision, mission, values, goals, and basic characteristics of an ESW project.
4. Ensure that your chapter is aware of the guidelines and resources available through the ESW Project Guide.

VICE PRESIDENT OF OUTREACH

The Vice President of Outreach will be responsible for educating your community about ESW's core mission and values, and engaging them in practical action to build a more sustainable world. Duties include:

1. Coordinating events and programs that reach the community with ESW's message about sustainability, educate them about the role of engineering, AND ideally engage them in practical action.
2. Work closely with the VP of Public Relations to deliver a consistent message and coordinate events.
3. Develop content (web, Powerpoint, brochures, etc.) that delivers specific chapter related information to the public.

If your chapter cannot fill all of the recommended Chapters Leader positions outline above, it is recommended that you combine the following positions:

- VP of Education and VP of Projects -> VP of Projects and Education
- VP of Fundraising and VP of Marketing & Public Relations -> VP of External Relations
- VP of Membership & Events and VP of Outreach -> VP of Outreach & Events

Chapter Faculty Advisor

RESPONSIBILITIES OF A FACULTY ADVISOR

The ESW National Office requires that each ESW chapter have at least one faculty advisor. This individual can help the chapter in many ways, including the following:

1. Act as a liaison between the chapter and the Faculty of Engineering, informing staff members of initiatives undertaken by the ESW chapter
2. Act as a liaison between the ESW National Office and the university in any situation where this communication is deemed necessary
3. Act as one of the three signing authorities for the chapter
4. Act as a sounding board when the chapter is planning on undertaking a new project -- he or she may see flaws in the project that are not obvious to chapter members
5. Inform the chapter executive of resources that may be available to them within their university (including professors or staff members with areas of expertise related to chapter activities, funds and bursaries that may help to support chapter projects and activities etc.)
6. Provide help with continuity, such as providing space to hold chapter materials that can be handed from one executive to the next

QUALITIES OF AN ADVISOR

- Faculty or staff member (preferably engineering professor)
- Knowledge of resources within university
- Willingness to offer advice to the chapter
- Willingness to represent chapter's interests to the Department of Engineering

FINDING AN ADVISOR

- Use the contacts that have already been developed. Ask academic advisors and professors from past or current courses for suggestions.
- Contact the Dean of Engineering for suggestions.
- If problems are encountered, contact the ESW Chapter Coordinator for assistance.

Once an advisor has been selected, get him/her to register as a member of ESW, complete your charter application, and update your chapter profile in the Chapter Resource Center to indicate that he/she is your advisor.

ESW Chapters and ESW US National Office

The relationship between ESW US National Office and ESW Collegiate Chapters is one of co-dependence. The ESW US National Office has responsibilities to each chapter, and vice versa. This relationship allows the entire organization to meet its obligations and be accountable to those it works with in developing communities.

ESW US National office is responsible for supporting the chapters in all their endeavors. This includes:

- Setting and assisting the execution of a broad vision across the organization
- Connecting chapters and members across the country
- Providing administrative support
- Providing development expertise and educational tools
- Providing expertise and direction for the selection and management of 'good' development projects
- Providing access to contacts and resources for the development of projects, funding sources, etc.

Similarly, ESW Collegiate Chapters are responsible to ESW headquarters in several ways. These include:

- Contributing toward defining, and working toward, the broad vision of the organization, and accurately representing the organization to its members, the general public, partners, donors and developing communities with which it works
- Keeping ESW US National Office up-to-date with initiatives, successes, plans, financial commitments and challenges
- Providing members with as many opportunities to learn and take an active role in sustainability through ESW as possible

The Charter

To help both ESW and its chapters to meet the expectations that will help them to work well together and satisfy the needs of their members and the communities in which they work, every new chapter executive is asked to sign a Collegiate Chapter Charter Application. This document is a formal agreement by the chapter to uphold the mission and values of ESW. This document can only be completed if a chapter has at least five full members and one faculty or staff advisor.

MAINTAINING YOUR CHARTER

For a chapter to effectively promote the goals of ESW, it is essential that it meet some minimal requirements. A chapter in good standing will fulfill the following requirements:

1. Five full members
2. One faculty or staff advisor
3. Submission of an Annual Report and Annual Finance Report to ESW
4. Promotion of the values and mission of ESW

Chapters that meet the above requirements have access to the resources of ESW (fundraising, contacts, etc.), can submit projects for funding consideration, and receive a bi-annual membership rebate check.

CONSTITUTION

The importance of a constitution

Every chapter must have a constitution that guides the way the chapter functions. This ensures that there are standard procedures for electing directors, holding/providing notice for official meetings and defining membership, as well as explicitly outlining executive positions.

Writing a constitution

While ESW recognizes that all chapters should be unique, it is equally important that all chapters be governed by the same basic principles. As such, ESW provides a template constitution for all chapters to follow (see *ESW Sample Constitution*).

As chapters grow, they may feel the need to amend the constitution, and they should feel free to do so, as long as the Vision, Mission, Values, and Goals of ESW are still reflected by the changed constitution.

WHEN TO HOLD ELECTIONS

1. Elections should be held at a General meeting.
2. Elections should be held early enough in the academic year to ensure adequate transfer of knowledge from the outgoing executive board and incoming board. Many chapters hold their elections at the end of the fall term, enabling new executives to learn from old executives during the spring term.
3. A chapter should ensure that elections are run before an exam period commences to allow time to organize the elections properly and to encourage the maximum number of people possible to run for executive positions.

PREPARING FOR ELECTIONS

1. Before announcing elections, make sure that a room is booked for the event.
2. Ensure that the elections are held in accordance with the rules governing student organizations at your university.
3. If the President is not running for re-election, he or she should preside over the elections. If the President is running for re-election, another executive officer who is not a candidate in the election should preside over the election. The duties of this non-returning officer include:
 - Collecting nominations
 - Administering the elections
 - Counting the ballots
 - Announcing the new executive officers

ANNOUNCING ELECTIONS

1. Elections should be announced at least three weeks prior to the election date.
2. An email should be sent to all members stating the date and location of the elections and the procedure for election nominations.
3. Posters should be put up around the university and you may wish to advertise elections by visiting a wide variety of classes prior to lectures and announcing dates and procedures to the students. This is a particularly good idea if your chapter is new and many students at your university do not yet know that you exist.

RECEIVING NOMINATIONS

1. All ESW members will be notified three weeks in advance that the nominations for all executive officer positions are open.
2. The chapter should devise a way for receiving nominations for elected positions. For instance, you may wish to make nomination forms available to those who wish to run for elections by placing them in a designated area and asking nominees to return forms to this designated area once they are filled out. Or, you may wish to receive nominations by email. Regardless of the format, nominations should end up in the hands of the non-returning officer who is residing over the election.
3. Nominations will be made no later than two days before the elections (self-nomination is permitted), and the President will notify all accepted nominees at least one day before the elections.
4. Nominees are required to submit their qualifications to the President stating their intent and qualifications for running. In addition, a speech is to be presented to the members at the last meeting. Nominees are required to write one (1) letter and deliver one (1) speech for each position for which he/she is running. All nominees must be paid Members of ESW.
5. A nominee may run for more than one position, but may accept only one position.

RUNNING ELECTIONS

1. Once nominations are closed, ballots should be created by the presiding non-returning officer including all names of nominees running for the executive.
2. Elections should be held as an open event but *only ESW Members are allowed to vote for executive positions*. As such, you will need to have a membership list (which can be downloaded from the ESW website) at the elections and ensure that only members are given ballots to vote. The appointed non-returning executive officer should preside over the meeting and abstain from voting.
3. Each nominee should be allowed ~2 minutes to introduce themselves and give a presentation at the elections.
4. At the conclusion of the presentations, voting will take place by secret ballot.
5. The appointed executive officer will count the ballots.
6. In the event of a tie, the President will cast a vote and settle the tie.
7. The appointed executive officer will notify all members of election results as soon as possible and no later than 24 hours after elections.

Affiliating with University Student Societies

Chapters are required to register with their university's student organization office. Formal registration as a university student organization often includes benefits such as funding, publicity, meeting space, mailing address, etc.

Because all ESW Collegiate Chapters are registered with their universities, their financial and program activities are formally under the legal purview of the college institution. However, ESW US National Office has an interest in ensuring that all ESW activities are conducted with the utmost integrity, and are consistent with the organization's policies. If chapters have issues or concerns that arise, they should be in communication with the ESW US National Office.

Meetings

Each chapter should hold several meetings over the course of the year. The meetings should have a variety of different purposes and the reason and goals for the meeting should always be clear. There are two broad categories for meeting types:

1. Executive Meetings
2. General Meetings

Strategies for organization, timing, and attendance for both types of meetings are outlined below.

Running Effective Meetings

	<u>Executive meetings</u>	<u>General meetings</u>
Purpose	Bring together executive members to discuss current and future activities of chapter. Will discuss anything from fundraising to project progress and events to keeping membership involved in chapter.	Relay to members and other interested individuals progress within the chapter, as well as to create a forum for discussion with those who are interested in ESW. <i>General meetings should be short and tied to an event</i> (ie/ held at the end of an event).
Frequency	~Once a week, depending on how active the chapter is. Hold meetings often enough for executives to work effectively as a team but not so often that the time commitment is too much or meetings become unproductive.	At least twice a semester; ideally once a month.
Who should be present	All executive members should be present. Representatives from sub-committees working on projects or events for the chapter should attend when relevant to update executive on their progress and to ask for any help. You may wish to include a timeslot at the end of some meetings or make the whole of some meetings open to members and interested individuals so that they may offer input on issues of concern. Only executive members may vote on resolutions during executive meetings.	All executive members should be present at general meetings, such that they can address any questions that may arise during the meeting. General meetings should be open to anyone who wishes to attend.

	<u>Executive meetings (cont')</u>	<u>General meetings (cont')</u>
Agenda	The President should set an agenda for the meeting to be distributed to the executive members at least 24 hours prior to the meeting. Include the following in the agenda: the opportunity for executive members to add or make amendments to the agenda and the opportunity to make corrections to the previous meetings' minutes if errors exist. Adjournment will be the final item on the agenda.	For general meetings to attract a large audience, ESW recommends bringing in a guest speaker to present on a topic relevant to ESW. This is a great venue to bring in speakers from <i>outside</i> of engineering, particularly those that work in international development and sustainability, to provide a broader perspective. The executive should establish a very brief agenda with announcements about upcoming events and opportunities to get involved in ESW. If these announcements are not too long, they should be presented at the beginning of the meeting.
Minutes	The VP of Public Relations should take minutes. These include a list of all present at executive meeting, as well as all important information discussed during the meeting and state who said what. Minutes should be typed up and distributed to executive members and relevant sub-committee members prior to the next meeting.	The VP of Public Relations is responsible for taking minutes at the general meeting.
Running the meeting	The President should chair the meetings, guiding the executive through the agenda. Meetings may be as formal or informal as the executive wishes as long as the goals of the meeting are accomplished.	The President should chair all General meetings, guiding the meeting through the topics on the agenda. Meetings should be conducted in a professional manner but should provide a comfortable atmosphere.
Making minutes available	Minutes should be made available to any member who wishes to see them. Posting minutes to the chapter website is an easy way to do this.	Minutes should be made available to any member who wishes to see them. Posting minutes to the chapter website is an easy way to do this.

These minutes are a good record of your chapter's activities, and should be utilized mid-year to complete your Chapter Survey in December, and Annual Report in May/June.



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