

**SWEET BRIAR COLLEGE ALUMNAE ALLIANCE**  
**PRINCIPLES OF GOVERNANCE**  
**Version 7.0**

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## ARTICLE I. Formation and Purpose

- A. The Alumnae Alliance (AA) was created by the Sweet Briar College (College) Board of Directors (SBC Board) on September 26, 2015 as the means for ensuring the continued engagement of the alumnae with each other and in support of the College.
- B. As provided in Article IV of the bylaws of the SBC Board initially adopted on April 23, 2016 and revised on April 5, 2023, the membership of the AA consists of alumnae of the College, holders of honorary degrees from the College, and those who completed at least one semester of coursework at the College.
- C. In partnership with the Office of Alumnae Relations & Development, the AA is intended to serve as the vehicle for channeling alumnae volunteer work for the College in support of the College's mission. To that end, the AA partners with the College administration in a variety of engagement endeavors, including, but not limited to: student recruiting efforts; fundraising; reunion planning; providing networking and career advice to alumnae and students; and, other alumnae relations projects. The AA also serves as a voice for all alumnae, through the AA Working Groups, to report on alumnae activities and concerns.

## ARTICLE II. Core Values and Guiding Principles

- A. The AA conducts its work and interacts with others in accordance with the following Core Values:
  - 1. **Integrity and Respectfulness** -- We recognize that the College's honor code continues to be relevant for alumnae even after leaving the College, so our actions will reflect the highest standards of professional ethics, honesty, transparency, fairness and treating everyone with respect and civility.
  - 2. **Stewardship** -- We will ensure, in perpetuity, the mission of Indiana Fletcher Williams to educate young women. This trust is timeless yet contemporary. As alumnae, we believe in the College's rich history and will work towards maintaining the College's distinctiveness, brand value, and reputation.
  - 3. **Inclusiveness and Diversity** -- We value diversity and will ensure inclusion in everything we do. In addition to the range of characteristics typically understood to fall within the meaning of the term, diversity also includes class years, geographic location, and different experiences and perspectives.
  - 4. **Excellent Service** -- We will provide the highest levels of service to the alumnae community, current students, and the College. We will work for the good of the College as volunteers in support of the

College's operational needs and priorities, with modesty and humility.

5. **Coalition Building** -- We will foster and build relationships between alumnae and the administrators and staff who conduct the operational activities of the College by bringing the talents and expertise of alumnae onto campus by various means for the benefit of the College. These experiences will also enhance the professional development and leadership skills of alumnae. As engaged and loyal alumnae, we will also work with the College as requested in tackling challenges as an enduring and continually evolving network and community serving the needs of the College.
  6. **Innovation and Technology** -- We will seek to be innovative as we support the College's operational priorities by leveraging current technology and pursuing emerging technologies to approach problems with new perspectives.
  7. **Liberal Arts Education** -- We will preserve and advocate for the legacy of the liberal arts at the College. The College has always sought to provide an innovative education for women as thinkers and leaders, and the liberal arts curriculum in the 21<sup>st</sup> century continues to provide the breadth, depth and challenge required for the College's alumnae to take their place in the world. As the AA, we will work together with the College to maintain the level of excellence in the liberal arts that has existed since the College's founding.
- B. We commit to the following Guiding Principles in everything we do. These Guiding Principles are reminders that as alumnae of Sweet Briar College, we have demonstrated and will continue to demonstrate a passion for our alma mater, as shown by our willingness to provide professional expertise to the College administration and the SBC Board through committees whenever asked, with patience and perseverance:
1. **Passion** -- We love our alma mater and will approach our endeavors on behalf of the College with excitement and zeal.
  2. **Professionalism** -- We will provide expert advice in service to the College as requested by the administration and the SBC Board, and we will act, speak and write in a dignified and respectful manner.
  3. **Patience** -- We are open and receptive to new ideas put forward by the alumnae for the betterment of the College, but we recognize that our work is always guided by the priorities set by the College administration and the SBC Board.
  4. **Perseverance** -- We commit to working openly and transparently with the College administration and the SBC Board in all we do, persisting to surmount any and all challenges that might arise.

### **ARTICLE III. Organizational Structure**

- A. The AA is organized in a hub-and-spoke model of Working Groups to promote shared leadership and team collaboration. A diagram of the model is attached as Appendix A.
1. The Council Operations Working Group and the Governance and Strategic Initiatives Working Group are permanent Working Groups of the AA.
  2. Other Working Groups evolve in number and nature as necessary to serve the changing priorities and needs identified by the College.
  3. Working Groups should:
    - further the mission of the AA;
    - have a defined objective as set forth in a mission statement;
    - align with a department of the College to support that department in service of the College and its students;
    - have a high-level plan that sets out the Working Group's activities, benefits to the College, and expected outcomes; and,
    - plan to conduct business and work with the College year-round.
  4. Working Groups that cease to meet the criteria set forth above may be dissolved by the Council Operations Working Group after consultation with the Governance and Strategic Initiatives Working Group, as discussed below in Article V.B.2.
  5. Members of the AA may volunteer to join any Working Group, with the exception of the Operations Working Group which is made up solely of its co-chairs, in accordance with their interests, time, expertise and willingness to adhere to the terms of the SBC Volunteer Agreement and the AA Core Values and Guiding Principles, as explained more fully in Article IV below.
- B. Working Groups are led by co-chairs who are nominated and selected in accordance with the process set forth in Article IV below.
- D. Working Group co-chairs together form the AA Council, which serves as the leadership of the AA.
- E. The co-chairs of the Council Operations Working Group serve as the overall leaders of the AA Council, as discussed in Article V below.
- F. In accordance with the stated purpose of the AA outlined in Article I, Working Group Co-chairs shall not simultaneously serve on the SBC Board or be employed by the College.

## **ARTICLE IV. Working Group Operations**

### **A. Membership**

1. Alumnae may volunteer to join any Working Group, with the exception of the Operations Working Group, based on their interests and willingness to serve. A list of current Working Groups, with their purpose and their area of responsibility, is attached as Appendix B to these Principles.
2. All Working Group members must sign the SBC Volunteer Agreement and follow the AA Core Values and Guiding Principles set forth in Article II above.
3. Volunteers commit to serve on a Working Group for one year and may continue to serve after that as mutually agreed with the co-chairs of that Working Group.
4. Alumnae may serve on more than one Working Group.

### **B. Leadership**

#### **1. Eligibility**

- a. All members of the AA, who are not simultaneously serving on the SBC Board or employed by the College, are eligible to serve as a co-chair of a Working Group in accordance with the criteria stated in solicitations published during the annual nominations period.
- b. Solicitations of alumnae to nominate themselves or other alumnae for open Working Group co-chair positions will be published during a 30-day nominations period that will begin on or about April 1 of each year. The nominations period will close on or about April 30 of each year.

#### **2. Selection**

- a. The Nominating Committee will consist of one of the standing co-chair(s) of the Council Operations Working Group, one co-chair of the Governance and Strategic Initiatives Working Group, and at least four other current or emerita Working Group co-chairs, appointed on an annual basis. The Nominating Committee will review the nominations received in accordance with the stated criteria to select the new co-chairs.
  - i. The Governance and Strategic Initiatives Working Group will appoint the four (or more) other current or emerita Working Group co-chairs to serve on the Nominating Committee.
  - ii. The Governance and Strategic Initiatives Working Group Co-chair will serve as the Chair of the Nominating Committee, and as a non-voting member of that Committee.

- iii. The four (or more) current or emerita Working Group co-chairs will serve on the Nominating Committee for one year, and then be replaced by a new group of co-chairs.
  - iv. Council co-chairs who are candidates for an open position will recuse themselves from the Nominating Committee with regard to discussion of candidates for that position.
- b. The Nominating Committee will solicit input from the co-chairs of the relevant Working Groups, the College Office of Alumnae Relations and Development (AR&D), and other relevant College staff on the nominations received.
  - c. The Nominating Committee will present the recommended slate of candidates to the AA Council on or about May 31 of each year for approval by majority vote.

### 3. Term

- a. Working Group co-chairs will serve a staggered two-year term beginning at the start of each College fiscal year (July 1). Group A are those co-chairs appointed in even-numbered years, and Group B are those appointed in odd-numbered years. Working Group co-chairs already serving when these Principles are adopted will be assigned to either Group A or Group B by the Governance and Strategic Initiatives co-chairs.
- b. At the expiration of their initial full two-year term, Working Group co-chairs may nominate themselves or be nominated for one additional consecutive two-year term.
- c. A Working Group co-chair who has served two full consecutive two-year terms may be considered for a co-chair position of the same Working Group after a one-year absence as co-chair.

### 4. Process To Fill Vacancies or Newly Created Positions

- a. If a Working Group co-chair vacancy arises because someone did not complete a full term, a new Working Group is created, or a co-chair is appointed to the SBC Board or employed by the College, the co-chairs of the Governance and Strategic Initiatives Working Group, after consulting with the AA Council Operations Working Group, will appoint an interim co-chair to serve until the next regularly scheduled nominations process occurs.
- b. The co-chairs of the Governance and Strategic Initiatives Working Group will select the interim co-chair in accordance with the criteria used to select the previous incumbent.
- c. The partial term served by the interim co-chair will not be counted as a complete term for purposes of the two-term limit.

## **ARTICLE V. Overall Leadership of AA Council**

### **A. Authority**

1. The co-chairs of the Council Operations Working Group are responsible for the overall leadership of the AA Council.
2. The co-chairs of the Council Operations Working Group are entrusted with final decision-making authority for the AA Council.

### **B. Responsibilities**

1. The co-chairs of the Council Operations Working Group, in collaboration with the Governance and Strategic Initiatives Working Group, develop and publish the selection criteria for all Working Group co-chair vacancies and serve on the Nominating Committee to fill vacancies in accordance with Article IV above.
2. The co-chairs of the Council Operations Working Group oversee the activities of all Working Groups and review the number and nature of the Working Groups and the number of co-Chairs of each Working Group on an ongoing basis to ensure they best serve the operational needs of and requests from the College. If they determine, pursuant to the criteria stated in Article III.A.3 above, that the need for a new Working Group exists, or an existing Working Group no longer meets the criteria, they will, after consulting with the Governance and Strategic Initiatives Working Group and with AR&D in accordance with the terms of the Memorandum of Understanding (attached to these Principles as Appendix C), recommend to the AA Council that a new Working Group be formed or an existing one be dissolved, respectively, and the AA Council will vote to ratify any such recommendation.
3. The co-chairs of the Council Operations Working Group prepare and deliver the Annual Report of the AA to the SBC Board.
4. The co-chairs of the Council Operations Working Group, in collaboration with the Governance and Strategic Initiatives Working Group, develop and recommend policies and strategic initiatives to the SBC Board and President for the continuation and betterment of the College in accordance with Article IV, Section 1 of the SBC Board bylaws.
5. The co-chairs of the Council Operations Working Group plan and conduct the AA Council conference calls and prepare, distribute and publish the minutes of those meetings; recruit and develop the leadership bench of the AA Council; and partner with AR&D in accordance with the Memorandum of Understanding between the parties (attached to these Principles as Appendix C) to:

- a. Set and execute the priorities of AA Council in collaboration with AR&D;
  - b. Develop the agenda of the annual meeting(s) of AA Council with AR&D;
  - c. Collaborate on other matters as necessary.
- 6. The co-chairs of the Council Operations Working Group may remove any Working Group member or co-chair for good cause whenever in their judgment such good cause exists. Good cause for removal exists when a volunteer does not abide by the SBC Volunteer Agreement or the AA Core Values and Guiding Principles set forth in Article II.

## **ARTICLE VI. Meetings**

- A. At least one on-campus meeting of the AA Council with AR&D will be held per fiscal year and scheduled at least three months in advance.
- B. Special meetings of the AA Council may be called as needed by the co-chairs of the Council Operations Working Group.
- C. Meetings of the AA Council will be held via conference call. Three times per year, an open meeting open to all AA members will be held,
  - 1. Alumnae are empowered to communicate information discussed during the open conference calls with their network of classmates and friends and to communicate questions and comments back to the Council Operations Working Group or appropriate Working Group co-chairs.
  - 2. All AA members are encouraged to join a Working Group as their time and interests permit.
- D. Quorum
  - 1. At any meeting of the AA Council, the presence of a simple majority of AA Council members shall constitute a quorum for the transaction of business.
  - 2. AA Council members are deemed present at a meeting if they attend in person or by conference or video call.
  - 3. At any meeting at which a quorum is present, a majority vote of those present shall determine all matters brought to vote at the meeting.

## **ARTICLE VII. Review of Principles of Governance**

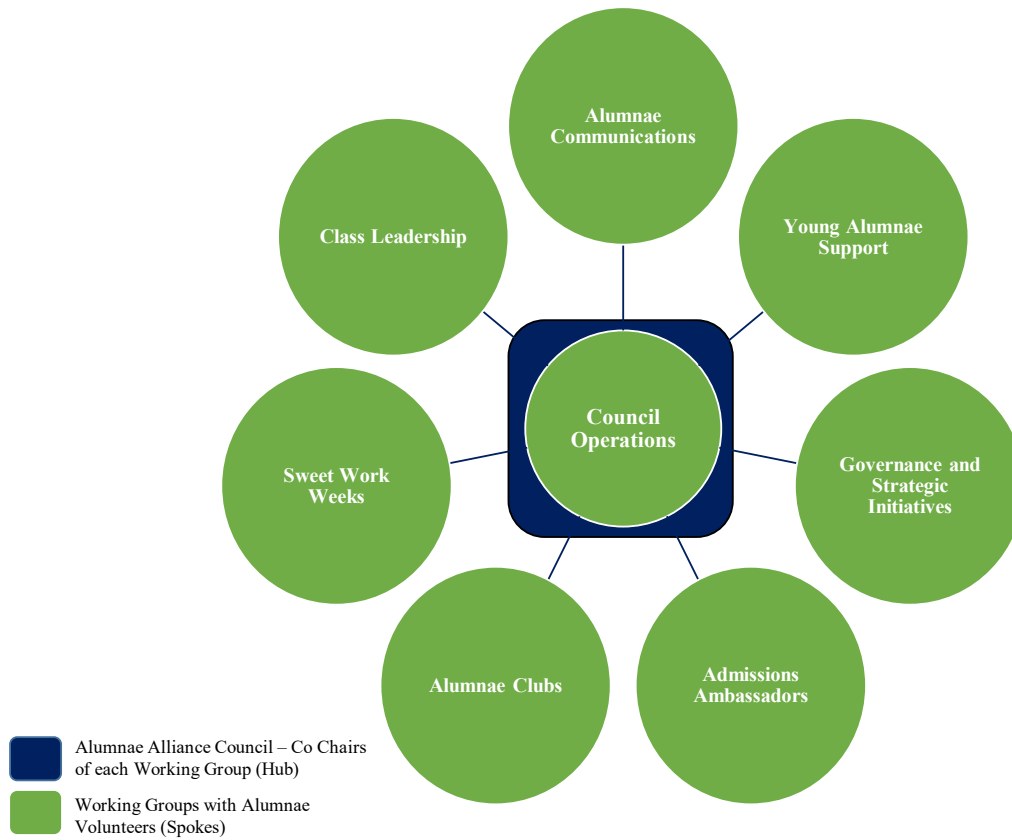
- A. The Governance and Strategic Initiatives Working Group will review these Principles annually to ensure they still reflect best practices for the AA and the AA Council.



- B. If in the judgment of the Governance and Strategic Initiatives Working Group, any changes, additions or deletions to these Principles are warranted, the co-chairs of this Working Group will recommend such revisions to the AA Council.
- C. The co-chairs of the Council Operations Working Group will convene a special meeting(s) of the AA Council to discuss and determine whether revisions are warranted.

## APPENDIX A - Hub and Spokes Diagram

### Sweet Briar College Alumnae Alliance - Hub and Spokes Structure



## **APPENDIX B - Current List of AA Working Groups**

### **Council Operations**

#### *Mission Statement:*

The Operations Working Group serves as the overall leadership of the AA and as such oversees the administration of the AA. Responsibilities include maintaining a positive working relationship between the AA and the Office of Alumnae Relations and Development (AR&D); executing and upholding the Memorandum of Understanding between the AA and AR&D; coordinating and conducting AA Council meetings; and ensuring that the Working Groups of the AA are fulfilling their stated purposes.

*Primary College Partner:* Office of Alumnae Relations and Development

### **Governance and Strategic Initiatives**

#### *Mission Statement:*

The Governance and Strategic Initiatives Working Group supports the AA by ensuring that proper processes and procedures are in place for the AA to operate effectively. In addition, this Working Group supports the College by identifying and recommending efforts to be undertaken by the AA, in agreement with AR&D, that will provide value to the Sweet Briar community.

### **Alumnae Admissions Ambassadors**

#### *Mission Statement:*

The Admissions Ambassadors Working Group works with the College Office of Admissions in conjunction with AR&D to develop and train a group of Admissions Ambassadors to assist the professional staff of the College and represent the College in recruiting the next generation of Sweet Briar women.

*Primary College Partner:* Offices of Admissions and Alumnae Relations and Development

### **Alumnae Clubs**

#### *Mission Statement:*

The mission of the Clubs Working Group is to build and strengthen the connections among alumnae, current and prospective students, parents, and Sweet Briar College by developing and supporting club leadership teams around the country through a strong regional structure and organizing events to promote lifelong engagement with the College's stakeholders.

*Primary College Partner:* Office of Alumnae Relations and Development

### **Alumnae Communications**

#### *Mission Statement:*

The Communications Working Group supports the AA and the College by using traditional and social media platforms to inform and engage alumnae and to extend the reach of the College's messaging and news to prospective students and influencers.

*Primary College Partners:* Offices of Communications and Alumnae Relations and Development

### **Young Alumnae Support**

#### *Mission Statement:*

The Young Alumnae Support (YAS) Working Group cultivates lifelong engagement, volunteerism and philanthropy within the young alumnae population out of college 10 years or less. YAS works closely with other AA Working Groups to provide insights specific to this age group and increase the participation of younger alumnae in all activities of the Alumnae Alliance.

*Primary College Partner:* Office of Alumnae Relations and Development

### **Sweet Work Weeks**

#### *Mission Statement:*

The Sweet Work Weeks (SWW) Working Group collaborates with AR&D in the engagement of alumnae who participate in certain on-campus projects, as identified and requested by the College, which will have a beneficial impact on campus life and the College as a whole. In addition to assisting AR&D with the planning and logistics of these on-campus projects, the SWW WG recruits and manages the volunteer workforce for these projects.

*Primary College Partner:* Office of Alumnae Relations and Development

### **Class Leadership**

#### *Mission Statement:*

The Class Leadership Working Group facilitates communication between AR&D and the leaders of each class (Presidents, Secretaries, Fund Agents, etc.) to help strengthen these relationships in order to encourage attendance at reunion and other on-campus events, increase alumnae giving and participation rates for each class, and improve the engagement within each class and between the classes and the College.

*Primary College Partner:* Office of Alumnae Relations and Development

## APPENDIX C – Memorandum of Understanding

### Memorandum of Understanding between Sweet Briar College Office of Alumnae Relations and Development and Sweet Briar College Alumnae Alliance

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This memorandum addresses the working relationship between the Sweet Briar College Office of Alumnae Relations and Development (AR&D) and the Sweet Briar College Alumnae Alliance (AA) in sustaining the College and furthering its mission of educating young women in perpetuity. To that end, the parties to this memorandum will work in an open, professional and transparent collaborative partnership to support the operational priorities of the College within each fiscal year. The working model for this collaborative partnership takes the following form:

1. With the approval of the College's Board of Directors, the AA is organized in a hub-and-spokes model of skills-based volunteers who form working groups as needed to support the operational needs of the College. The co-chairs of the working groups constitute the Alumnae Alliance Council (AAC) and serve as the leaders of the AA.
2. AR&D will identify special projects and initiatives in which AA working groups can augment and assist College staff in executing the operational needs of the College.
3. AAC shall determine the leadership of the AA working groups in consultation with AR&D and other College offices as appropriate, in accordance with the AA Principles of Governance.
4. AAC shall determine the number and nature of the working groups best suited to serve the operational needs of the College as identified by AR&D. The number and/or nature of the AA working groups may change as different operational needs or special initiatives arise.
5. AR&D and the AAC will meet at least twice per fiscal year to discuss objectives to support the College and examine agreed-upon metrics used to measure achievement of objectives.
6. As provided in Article IV of the Sweet Briar Institute Bylaws adopted April 23, 2016, AAC will submit a report of its activities at least annually to the College's Board of Directors, President and AR&D.
7. This memorandum remains in effect for one year from the date of execution and will be reviewed, revised as necessary, and re-executed by the parties every year.

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For Alum. Relations and Development  
Dated: \_\_\_\_\_

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For Alum. Alliance Council  
Dated: \_\_\_\_\_

## APPENDIX D – Document Change Tracking

Date	Version	Change Description	Responsible
2/2018	1.0	Original Document ratified by AAC	Governance and Strategic Initiatives Working Group: S. Clement, K. Robertson, J. Dure, J. Pillsbury, H. Ewing, J. Hiveley
11/2018	2.0	Added criteria for creating/dissolving Working Groups (Art. 3-A and Art. 5-B-2) Updated Hub and Spokes Diagram of AA Council (Appendix A) Updated Working Group mission statements (Appendix B) Ratified Jan 8, 2019	Governance and Strategic Initiatives Working Group: K. Robertson, J. Hiveley, J. Dure, H. Ewing, S. Clement, E. Warner
1/2020	3.0	Updated nomination timeline (Art 4-B-1-1 and Art 4-B-2-3) Updated nomination committee membership for one Ops co-chair (Article 4-B-2-1) Updated BOD committee name (Article 5-B-3) Updated meeting schedule and scope (Article 6-A) Removed reference to annual meeting coinciding with BOD meeting (Article 6-B) Added new Article 7 Updated Hub and Spokes Diagram of AA Council (Appendix A) Added mission statements for new working groups for Sweet Work Weeks, Class Leadership (Appendix B)	Governance and Strategic Initiatives Working Group: K. Robertson, J. Hiveley, J. Dure, S. Clement, E. Warner
10/20	4.0	Updated information on nomination committee (Article 4) Updated Hub and Spokes Diagram of AA Council (Appendix A) Removed Network and Development Working Groups (Appendix B) Updated general formatting	Governance and Strategic Initiatives Working Group: K. Robertson, J. Hiveley, J. Dure, S. Clement, E. Warner, C Barbour
12/21	5.0	Updated prohibition on serving simultaneously on SBC Board or as employee of the College (Articles 3-F, 4-B-1 and 4-B-4) Updated membership of Operations Working Group (Articles 3-A-5 and 4-B-1) Updated process for changing number of co-chairs in each Working Group (Article 4-B-2) Eliminated reference to Alumnae Committee of the SBC Board (Article 2-B) Normalized reference to the SBC Board ByLaws (Article 4-B-3 and 7-B) Normalized gendered terms and pronouns throughout	Governance and Strategic Initiatives Working Group: E. Warner; M. Cordell; S. Clement; J. Dure; J. Hiveley; S. Reidy; L. Pinto
02/23	6.0	Updated Article 2-B added committees in intro paragraph Updated Article 5-B-6 added of the AA Council after leadership bench Updated Article 6-C added meetings added open meeting to all AA members. Article 6-C-1 added the word Alumnae and open. Article 6-C-2 added the word All Updated Article 7-A to reflect Section 8.1.3 and added of these Principles of Governance	Governance and Strategic Initiatives Working Group: E. Warner, S. Clement, J. Dure, J. Rucker

10/23	7.0	<p>Fixed typos and numbering throughout</p> <p>Updated Article 1-B for updated date of SBC Board bylaws</p> <p>Revised language in Article 1-C to delete reference to SBC Board bylaws, add reference to AR&amp;D, and add language about activities being engagement-focused</p> <p>Revised language in Article 2-A-3 to reorder second sentence</p> <p>Revised Article 4-B-1 to delete superfluous language and re-order bulletpoints</p> <p>Added reference Article 4-B-3-ii to full two-year term</p> <p>Added reference in Article 4-B-4-i to Ops WG</p> <p>Deleted reference in Article 5-B-3 to Ops WG member serving on SBC Board</p> <p>Deleted reference in Article 5-B-6 to AA Council calls being biweekly</p> <p>Deleted reference in Article 5-B-6-a to AA Council priorities being for 6 months</p> <p>Deleted reference in Article 6-C to AA Council calls being biweekly</p> <p>Updated frequency of calls with AA members in Article 6-C to three times per year</p> <p>Deleted Article 7</p> <p>Deleted reference to Plus Ones leadership recruitment and development from Ops WG mission statement in Appendix B</p>	<p>Governance and Strategic Initiatives Working Group: J. Hiveley, S. Clement, J. Dure, V. Nilsson, B. Kearns, A. Spencer</p>
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