This provides the Membership Committee's 2015-2017 Biennial Report which summarizes the Committee's role, goals, key accomplishments and recommendations for continuity.

**ROLE OF COMMITTEE**

Enhanced Member Services and Engagement
Enhance Western Area members’ development, chapter management, and organizational functioning via education, training, member engagement, recruitment and retention to support the organizational mission and Western Area Strategic Plan.

**SMART GOALS**

- **Goal 1:** Enhance harmony and friendship within Western Area chapters by 2016, as evidenced by at least 80% member satisfaction ratings in chapter surveys.
- **Goal 2:** Increase intergenerational member satisfaction within Western Area Chapters by 5% over the baseline as established in recent surveys within 18 months in order to increase member engagement as reflected in measures of satisfaction and engagement.
- **Goal 3:** Increase retention of members in the Western Area as evidenced by reduction in membership forfeitures and resignations by 2% each year through 2016.
- **Goal 4:** Increase Western Area membership numbers in the under 40 demographic by 2% in Program Year 2015, by 3% in Program Year 2016, and 4% by Program Year 2017.
- **Goal 5:** Enhance the operations and business effectiveness of Western Area Chapters by 2016 such that 95% of all members demonstrate knowledge and understanding of policies and procedures for conducting chapter business as evidenced by response to the national survey.
- **Goal 6:** Increase by 25% the pool of prepared, visionary leaders ready to serve the Western Area over the current baseline which is established by the most recent survey.
COMMITTEE ACCOMPLISHMENTS/SUMMATION

- **Goal 1:**
  a) Working closely with Western Area Director, Western Area Ethics & Standards Committee Chair, Chapter and Organizational Effectiveness Chair, and when required, Western Area Parliamentarian and others, provided tools and information to assist chapters and members in resolving interpersonal issues and mitigating situations that could accelerate and cause damage to the chapter’s internal and external operations and member morale. As evidenced by results of OE Survey, chapters were eager for direct assistance and guidance and wholeheartedly embraced the added resource of the OE Committee which was a new committee for the Western Area.

  b) When appropriate and necessary, visited chapters providing onsite training and counsel, along with general mediation of current or potential conflict.

  c) Conducted one-on-one telephone conference with chapter officers seeking assistance in addressing current or anticipated threats to Chapter harmony offering solutions and recommendations to benefit all parties involved.

  d) Provided 8 monthly training webinars for Chapter Membership Vice Presidents that focused on understanding and utilizing organizational mandates, guidelines, rules and regulations as outlined in our governing documents to enhance chapter engagement and minimize chapter discord. MVP monthly attendance on webinars regularly exceeded 88%.

  e) Also with monthly MVP webinar, provided “Western Area Roundtable”, a forum for MVPs to communicate directly with Western Area Executive Leadership who were invited to all eight sessions. This was done, in part, to minimize or eliminate any perceived inaccessibility of Area officers to the general membership and to offer the Executive team insight into the concerns of MVPs and opportunities for additional training.

  f) Presented on Area Director, Area Secretary, and Area Parliamentarian webinars as invited to share critical Membership news and information.

  g) Actively engaged and presented on National Membership Committee webinars and conference calls, and participated in meetings of National Ethics & Standards Committee and National New Chapter Mentoring Committee.

  h) Fostered Chapter harmony and friendship by collaborating with Western Area Communications Chair in soliciting and publishing articles demonstrating sisterly love and support via “So Glad She’s My Sister” submissions for the Western Area website and Western Area Chain.

- **Goals 2 and 4:**
  a) Supported Western Area initiatives and programs focused on recruitment and retention, and training of members age <45.
40s Under 40

- Assisted in creation, development and implementation of strategic approach to recruitment and retention of <45 demographic via focus groups and Western Area Cluster Meet-n-Greets
- Worked with Chapter MVPs to explore opportunities and methodologies to initiate and maintain steady growth and retention in <45 demographic.
- Worked with Chapter MVPs to assure ALL chapter members that each of them, and not just the 40s Under 40 are valued, cherished and necessary contributors to the chapter’s success and sustainability. Provided tools and training to minimize, and alleviate, dissension among diverse age groups in the chapter.
- Suggested opportunities for chapters to include and embrace Alumni members in the chapter’s general activities and recruitment efforts. Promoted the concept of a “Lifetime of Linkdom.”
- Developed a chapter toolkit for engaging Alumna Members that now appears on the National website as well as the Western area website.
- Regularly surveyed Western Area and other Area social media to gauge trending in interest and perception of the Links, Incorporated by millennials

Cultivation of DOLs as Membership Growth Areas

In collaboration with Western Area Secretary and a review of current membership categories within the Western Area, identified the number of Chapter DOLs and explored opportunities for engagement of those DOLs in recruitment efforts. Began to leverage the impact of chapter expansion and sustainability via growing numbers of chapter DOLs as tools to encourage chapter mothers with daughters who are not yet members to consider membership. Introduced 2017 Western Area Conference Legacy Luncheon Mother-Daughter Processional and Recognition to highlight this special bond and opportunity for membership growth while also supporting the goals and objectives of the 40s Under 40 initiative.

Scott-Hawkins Leadership Institute

Along with Western Area 40s Under 40 Chair, assisted in interview and selection process for Cohort VII gaining critical insight into the experiences, needs and expectations relative to sustained commitment to the organization by this younger demographic.

Goals 5 and 6:

General Recruitment, Retention, Education and Leadership Training

a) Collaborated with Area Director and other key members of the Western Area Leadership Team focusing on recruitment and retention strategies from a proactive perspective.
a. Worked with Western Area Secretary to determine members in the “danger zone” for 1N5 and benefitted from the notification and reporting system that was implemented to reduce the number of forfeitures

b) Worked with low number chapters to identify opportunities to increase membership and current member satisfaction

a. As member of the National Membership Committee, engaged in initial study of ways to support and protect chapters with low numbers but high efficiencies.

c) Exhibited a training and problem-solving leadership style focused on learners becoming leaders as articulated by the Area Director

d) Provided training, development and education to maximize the pool of eligible, prepared and willing future chapter, Area and organizational leaders.

e) Rewarded chapter exemplary performance in targeted areas and individual member long-term commitment with membership certification and social media accolade and acknowledgment.

f) Fostered a friendly atmosphere of competition for designation as a standout chapter.

g) Provide engaging and impactful trainings at Leadership Summits and Conferences; insured that training content was relevant and useful.

Outcomes

✓ Increased Western Area membership from 2851 to 3,000+
✓ Retention of 92% of membership
✓ Increased 2015-2016 and 2016-2017 YOY new members under the age of 45 by >15%
✓ Record reengagement of Alumna-to-Active members
✓ Reduced the number of resignations and forfeitures YOY by 14%
✓ Number of Reinstated and New Members trended with number of resignations and forfeitures for negligible loss in membership due to resignation and forfeiture
✓ Increased member engagement and member services with creation of interactive Area Vice Director Membership Page on Western Area website
✓ Reinstituted Area Director’s MVP Award program with expected ten honorees to be presented at Western Area Conference

RECOMMENDATIONS FOR CONTINUITY

- Continually assess membership base and explore opportunities for growth including, but not limited to DOLs and reengagement of forfeitures and resignations where appropriate.
- Review census data to identify growing communities with targeted demographics; explore opportunities for chapter growth in states throughout the Western Area.
- Expand and refine the 40s Under 40 initiative after careful analysis of incept data.
• Identify Alumna & Platinum Affairs Chair candidates and utilize selectee to encourage active engagement and, where appropriate, return to Active status.
• Promote intergenerational bonding and teamwork in chapters more deliberately by providing opportunities throughout the year for collaboration.
• Continue training chapter MVPs and monitoring and guiding chapter membership practices to minimize intentional and unintentional membership transitions and reduce chapter discord and disruption.
• Assess member Western Area website usage and explore opportunities that would increase traffic by requiring access for critical information and tools.
• Create incentives for website use including recognitions for frequent users or chapters.
• Work with Western Area Technology Chair to develop a website usage tracking system.
• Encourage more article submissions from MVPs to Western Area social media.
• Be more consistent in updating website data; regularly check to insure that site is functioning properly and materials are accessible as promised and as needed.
• Create “Membership Scholars” program to promote and reward in-depth study of governing documents and organizational membership practices, policies and procedures.
• Create a model Western Area Mentorship Program to identify, track, encourage and promote future Link leaders.

2015-2017 MEMBERSHIP COMMITTEE MEMBERS

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