

SOUTHEASTERN THEATRE CONFERENCE  
**STRATEGIC PLANNING COMMITTEE**  
Manual of Operations

**DESCRIPTION:** Members of the Strategic Planning Committee work with the chair of that committee (appointed by the SETC President) to make recommendations to the Executive Committee and Executive Director with regard to long range goals and specific objectives of the Corporation.

**Part I Operating Procedures.** *(In this section should appear as much detail as may be necessary about how the subject group or activity functions. The procedures are not binding upon future users of the manual, but rather constitute useful hints from previous activists. They may be changed at any time.)*

**Committee Charge**

The Strategic Planning Committee leads SETC's strategic planning process, with special focus on 3-5 year goals and initiatives. The Committee, in partnership with the ED, examines internal and external trends, challenges and issues. Recommendations and reports are directed to the voting board and Executive Committee. Committee resources include ongoing feedback from the voting board, SETC constituencies, and direct and indirect data

A. Duties of the Strategic Planning Committee

1. The Committee will collaborate with the Executive Committee and the Executive Director in support of the organization's strategic planning process as directed by the Corporation.
2. The Committee will track and report the progress of all strategic planning initiatives.
3. The Committee will attend meetings to conduct work and engage with the Executive Committee and Executive Director. The Committee may be asked to attend the Winter meeting as appropriate.
4. Any idea submitted to the Committee will be discussed.
5. The Committee will communicate prior to the September Executive Committee meeting to review, evaluate, and update plans.
6. The Committee will articulate recommendations, identifying strategies and goals for the organization's future two years and ten years further ahead.
7. A written report will be included in the Committee's semiannual report in the Fall and Spring.
8. The Strategic Planning Committee will solicit written responses from the general membership through direct contact and by posting notices in SETC publications.
9. Committee members who are also Board members will maintain contact with both constituencies, and will speak for the Board when attending Committee meetings.
10. The Committee will maintain a progress report, which the Chair will communicate to the Executive Committee prior to the Winter Executive committee meeting. Responses from the Executive Committee will be discussed prior to the March convention.

Communication prior to the March Executive Committee meeting will be used to finalize the progress report to the Executive Committee.

11. Record of discussions will be kept in minutes or in recorded format. Records of communications will be maintained by the current Chair and passed on to future Chairs. This will also be submitted to the Archives for permanent storage.

## B. Duties of the Chair

1. The Chair distributes copies of the manual of operations to each new member of the committee following the March convention.
2. The Chair schedules Strategic Planning Committee meetings as they are needed especially during the September and March meetings. Members will be notified electronically as scheduled times become known.
3. The Chair submits updated Strategic Plans to the Executive Committee for approval.
4. Upon approval by the Executive Committee, the Committee Chair will report on the Strategic Plan to the editor of the SETC NEWS and to the Central Office for distribution by the most efficient means possible.
5. The Chair files semiannual reports to the Administrative Vice President.
6. The Chair maintains publication submission information and submits reports as necessary for inclusion in SETC publications, including SETC NEWS.
7. The Chair will receive budget request forms. Complete and submit the budget request to the SETC Executive Director according to the deadline given (typically in the fall).
8. The Chair of the Strategic Planning Committee serves on the Administration Advisory Council. The Chair is expected to attend annual fall and spring Advisory Council meetings. The fall Advisory Council meeting will be held on the first weekend following Labor Day and the spring Advisory Council meetings are typically scheduled the Wednesday of the convention (the first Wednesday in March).
9. The Chair rotating off the Committee is responsible for mentoring the succeeding Chair. This includes discussion of any current charges before the Committee.
10. The Chair updates the Committee manual annually, as necessary. Make any revisions or necessary changes to Part I (strike through deleted sections and highlight new sections or modifications). Insure that all Articles, Bylaws, and Rules stated in the current manual are consistent with the published version of the Articles, Bylaws, and Rules (<http://www.setc.org/images/pdfs/articles-bylaws-rules.pdf>) and make any revisions or necessary changes to Part II (strike through deleted sections and highlight new sections or modifications) so the manual is in compliance with our current Articles, Bylaws, Rules. Send a 'marked up' version of the revised manual to the VP of Administration.

## **Part II. Policy from a Higher Authority.**

### **BYLAWS**

#### *Article V*

**Section 3.** The Vice-President of Administration shall:

- (1) oversee activities related to governance and administration of the Corporation
- (2) preside at meetings of the Administrative Council;
- (3) report to the Corporation concerning administration and proceedings of the Administrative Council
- (4) coordinator reports of the Advisory Councils;
- (5) solicit current operations manuals for all ongoing Corporation functions;
- (6) collaborate with the Executive Director regarding administrative matters of the Corporation;
- (7) perform the duties of the President when designated to do so by the President or when both the President and the elected Past President are unable to fulfill such duties.

### *Article IX*

**Section 1.** There shall be an annual convention of members at a time and place fixed by the Executive Committee. At this convention, an opportunity shall be provided for having a business meeting for consideration of business of the Corporation and for hearing and considering reports of committees. One per cent of the membership present by registration at a convention shall constitute a quorum at a business meeting.

**Section 2.** The Board of Directors and the Executive Committee shall meet regularly each year at annual conventions and in September. Other meetings of either group may be called by the President whenever he or she deems necessary. A majority of the membership of either group shall constitute a quorum.

### *Article X*

Section 6. The Strategic Planning Committee shall consist of six members serving staggered terms, three to be appointed by the President from the members of the Board of Directors, and three to be appointed from the general membership. All appointments will be for a term of three years, renewable. The chair shall be appointed from the committee by the President. The Executive Director shall serve as a non-voting member. The duty of the Strategic Planning Committee shall be to make recommendations to the Executive Committee with regard to long range goals and specific objectives of the Corporation.

### *Article XI*

**Section 1.** The Advisory Council shall be composed of:

- (1) the chairs of all committees, including those concerned with auditions, festivals, awards, and activities;
- (2) the Liaison Officers;
- (3) a Vice-President of the Corporation, acting as chair.

**Section 2.** Each Advisory Council shall meet at the call of its chair to consider the reports of all of its members and to recommend action to the Executive Committee. Advisory Councils may recommend to the incoming President candidates for all appointive positions.

**Section 3.** Committee chairs shall:

- (1) furnish leadership to their respective committees;
- (2) stimulate and develop interest in their assigned areas;
- (3) file written reports on the dates requested by the Vice-President chairing their respective Advisory Council;
- (4) keep their operational manuals up to date.
- (5) collaborate with the Executive Director and Central Office staff.

Section 4. Chairs of Advisory Councils shall:

- (1) be Vice-Presidents of the Corporation;
- (2) furnish leadership to their respective Advisory Councils;
- (3) serve as advocates to the Board of Directors and the Executive Committee;
- (4) solicit written reports from the members of their own Advisory Council;
- (5) coordinate with the Vice-President of Administration to establish dates for submission of reports;
- (6) file written report on the dates requested by the Vice-President of Administration

Section 5. The Advisory Councils shall be classified as:

- (1) the Services Council, convened by the Vice-President of Services acting as chair, comprised of Liaison Chairs, chairs of the Publications Committee and committees or interest groups providing programming or services, along with other chairs recommended by the Executive Committee;
- (2) the Administrative Council, convened by the Vice-President of the Administration acting as chair, comprised of the chairs of the Bylaws Committee, Strategic Planning Committee, and Nominations Committee, and chairs of other committees charged with administrative or organizational functions, along with other chairs recommended by the Executive Committee;
- (3) the Finance Council, convened by the Vice-President of Finance acting as chair, comprised of the Finance Committee, Endowment Fund Committee, and chairs of committees conferring scholarships and awards, along with other chairs recommended by the Executive Committee;
- (4) the Divisions Council, convened by the Vice-Presidents of Divisions acting as chair, comprised of Division Chairs and chairs of auditions, festivals, or activities associated with each division;
- (5) the States Council, convened by the Vice-President of States acting as chair, comprised of the State Representatives.

## **Article XII**

### **EXECUTIVE DIRECTOR AND CENTRAL OFFICE**

Section 1. Under the authority granted by the Board of Directors the Executive Committee may contract an Executive Director and employ other professional assistance for the operation of a central office with powers and duties established by the Executive Committee. No such employee may simultaneously be a member of the Corporation. The Executive Committee shall supervise the operation of the central office, certifying to the Board of Directors as to the efficient management and fiscal responsibility thereof.

Section 2. The Executive Director serves as the chief executive of the Corporation. In partnership with the Board of Directors and the Executive Committee, the Executive Director is responsible

for the success of the mission and vision of the Corporation. Responsibilities include, but are not limited to:

- (1) developing and implementing high-level strategies;
- (2) making corporate decisions;
- (3) managing the overall operations;
- (4) acting as the main point of communication between the Board of Directors and organizational operations;
- (5) serving as a member, without vote, on the Finance Committee, Endowment Fund Committee, Publications Committee, and Long Range Planning Committee;
- (6) serving as a liaison to other organizations.

## **RULES OF THE ORGANIZATION**

**Rule I.4.**     *Semi-Annual Reports.* The semi-annual reports described in the Bylaws and required for timely submission to the Executive Committee are submitted on or before the deadline established by the Vice-President of Administration. Those semi-annual reports containing action items and/or items of interest will be mailed to Board and Advisory Council members prior to the Executive Committee meetings. The Vice-President of Administration will read the reports submitted by the deadline and distribute to the Board an action agenda showing only those items that require Executive Committee or Board action. No action items or reports will be discussed in the Reports portion of the Executive Committee agenda unless submitted to the Vice-President of Administration by the deadline. Members of the Board and Advisory Councils will receive a list of reports submitted and not submitted. (3/8/14)

**Rule I.6.**     *Meeting Dates.* The annual convention will begin on the first Wednesday in March, except that, in extraordinary circumstances, the Executive Committee may approve beginning the convention no more than one week before or after that Wednesday. The fall auditions and Board of Directors and Advisory Council meeting will be held on the first weekend following Labor Day. In addition to meetings during the annual convention and fall Board of Directors meeting, the Executive Committee will meet during the weekend immediately following the first Sunday in January and the weekend immediately following the second Sunday in May. (9/6/14)

**Rule I.8.**     *Distribution of Manuals.* Outgoing officers and members of the Board and Advisory Council will deliver current copies of the appropriate Manuals of Operations to their successors or make arrangements with the Vice-President of Administration to do so. (3/8/14)

**Rule I.11.**    *Advisory Council Meetings.* The Advisory Councils, chaired by the Vice-Presidents, will meet separately before the fall and spring Executive Committee meetings. (3/8/14)

**Rule I.17.**    *Preparation of Manuals.* All manuals must be prepared in the following format:  
Part I. Operating Procedures. (In this section should appear as much detail as may be necessary about how the subject group or activity functions. These procedures are not binding

upon future users of the manual, but rather constitute useful hints from previous activists. They may be changed at any time.)

Part II. Policy from Higher Authority. (In this section should be quoted any Bylaws, Rules, Board or Executive Committee actions, or other policy statements bearing on the work of the manual's subject group. These policy statements may not be changed except by acceptance of the higher authority involved.)

Part III. Regulations from This Constituency. (In this section should be presented in full any decisions by the manual's subject group that are intended to be binding on future operation. These regulations may not be changed except when the subject group meets.)

All manuals must be set in 12 point Times New Roman and structured in MLA outline format.

At the end of the manual, there should appear the name of the originator of the latest revision and the date of its acceptance by the Executive Committee. Manuals may not contain commitments to specific dollar amounts or to any expenditures. At the end of the division or committee chair's term of office all copies of the minutes, budget, and other information shall be passed on to the next chair and copies shall also be sent to archives. (09/06/2008)

**Rule I.18. *Procedures for Updating Manuals.*** The Vice-President of Administration solicits current operations manuals and asks that all committee chairs, division chairs, officers and festival chairs to send changes to the appropriate Vice-President. Any constituency wishing to amend its manual may do so by clearly highlighting proposed changes in an electronic copy of the document and submitting the manual to the designated Vice-President. The designated Vice-President collaborates with the Executive Director on proposed changes to Part I Operational Procedures as appropriate. All amended manuals are then sent to the Bylaws Committee, which shall advise whether each manual conforms to applicable Bylaws, Rules, and other directives of the Corporation. Nonconforming manuals will be returned to the designated Vice-President for further revision and consultation with the appropriate chair or officer. That Vice-President will present manuals conforming to applicable statutes for acceptance at the next regularly scheduled meeting of the Executive Committee. Revisions in Part I Operating Procedures or Part II Policy from Higher Authority may be submitted to the designated Vice-President at any time. Revisions to Part III Regulations from this constituency must follow a vote on such amendments by the constituency during the annual convention.

Process:

1. Committee Chair sends updated manuals to designated Vice-President;
2. Designated Vice-President collaborates with Executive Director on proposed changes to Part I *Operating Procedures* as appropriate;
3. Vice-President sends to Bylaws, who sends response to the designated Vice-President
4. That Vice-President presents manuals to Executive Committee;
5. After approval, Vice-President of Administration sends approved manual to Executive Director;
6. Executive Director facilitates archiving of manual, uploading to website, and copy of approved manual to Committee Chair or Officer. (9/12/2015)

**Rule III. 1. *Budget Preparation.*** Each officer, division or committee chair shall submit a budget request when it is requested by the central office. The Executive Director shall incorporate these requests into a draft budget for the forthcoming fiscal year. This draft budget, together with all budget requests, shall then be studied by the Finance Committee, which will recommend to the Executive Committee for approval a balanced budget. Each officer, division or committee shall operate within the approved budget. (3/15/98)

**Rule III.10. *Expenditures Not in the Budget.*** Any business before the Board of Directors or Executive Committee which involves financial commitments not provided for in the current budget shall be reviewed by the Finance Committee and its recommendations considered before any final vote. (3/7/93)

**Rule III.13. *Changes in the Budget.*** The Finance Committee must approve any changes in the budget between meetings of the Executive Committee, but may do so only within a latitude of five percent of the total budget. (3/15/98)

**Rule V.1. *Alcoholic Beverages.*** SETC will not sell or provide alcoholic beverages in the hospitality suites or at SETC activities to anyone under the legal age limit established by the laws of the state in which the convention is being held. (9/7/91)

**Rule V.2. *Nondiscrimination.*** The right to membership, to hold office, and to participate in SETC activities, including (but not limited to) conventions, meetings, auditions, and performances shall not be abridged because of age, color, disability, gender, gender expression, gender identity, genetic information, military veteran's status, national origin, race, religion, sex, sexual orientation or any other characteristic protected by law. (3/7/12)

**Rule V.4. *Board and Committee Membership.*** All officers, Board of Directors and Advisory Council members, and committee members (except the Local Arrangements Committee) must individually be current members of SETC. Employees of the SETC Central Office may collaborate with and serve committees, without vote, as an aspect of their job descriptions or as instructed by the Executive Director upon the request of the Executive Committee. (3/8/14)

**Rule V.5. *Smoking Policy.*** Smoking at all SETC convention meal functions, committee meetings, and programs shall be prohibited. (3/10/91)

**Rule V.7. *SETC News Responsibilities.*** All Division Chairs, State Representatives, interest area chairs, and other chairs shall submit appropriate items to SETC News on a schedule provided to them. This responsibility shall be included in all appropriate operations manuals. (3/8/14)

### **Part III Regulations from This Constituency.**

**Respectfully submitted, Philip G. Hill, 2001-2002**

**Date of Acceptance by the Executive Committee: September 6, 2003 - President: Jonathan Michaelson**

**Revised by David S. Thompson, Administrative Vice President, 2/16/05**

**Date of Acceptance by the Executive Committee: March 2, 2005 - President: Anthony R. Haigh**

**Revised by Jack Benjamin, Administrative Vice President, June 2010**

**Date of Acceptance by the Executive Committee: September 11, 2010 – President Alan Litsey**

**Revised by Dennis Wemm, Committee Chair July 2012.**

**Date of Acceptance by the Executive Committee: September 8, 2012.**

**Updated Rule I.18 on September 12, 2015 – President Tiza Garland**

**Revised by Alan Litsey, Committee Chair, April 2016**

**Date of Acceptance by the Executive Committee: May 14, 2016 – President Tiza Garland**

**Revised by Alan Litsey, Committee Chair, August 2016**

**Date of Acceptance by the Executive Committee: September 10, 2016 – President Tiza Garland)**

**Date of Acceptance by Executive Committee: March 4, 2017 – President Tiza Garland**