

Appendix C. Tables on Other Chapters' Governance

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Appendix Table C-1. Responsibilities of the Conservation Chair

	Colorado	Grand Canyon	Loma Prieta	Massachusetts	Michigan	Mother Lode	New Jersey	North Carolina	Northstar	Ohio	Oregon ¹	Redwood	San Diego	Virginia	Wisconsin	Maryland 2014	Maryland 2018
RESPONSIBILITIES OF THE CONSERVATION CHAIR																	
IN THE BYLAWS																	
Provide a point of contact for the public and other club leaders	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Speak for the club on any conservation issue													√				
Attend ExCom meetings / brief the ExCom					√		√							√			
Assist the ExCom in conservation planning	√	√	√	√	^a	√	√	√	√	√	√	√	√	√	√	√	√
Manage annual campaign/issue team planning/plan review process	√									√							√
Plan and coordinate annual campaign/issue team meeting	√																
Assist chapter leaders to develop conservation priorities							√										
Provide chapter leaders with a long-range vision of conservation strategy and priorities over the next 2-5 years							√										
Identify conservation issues needing attention and worthy of chapter attn							√										
... budget decisions	√	√	^a	√	^a	√	√	^a	√	√	√	√	√	^a	^a	√	√
Prepare and submit annual budget, negotiate with the Fin Com & ExCom	√																
... resolving conflicts	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
... training, and	√	√	√	√	√	^a	√	√	√	√	√	^a	√	√	√	√	√
... implementation of the Conservation Program	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Manage annual campaign/issue team evaluation process	√																
Manage quarterly reporting, prepare and disseminate quarterly newsletters or reports from groups and issue chairs for the ExCom	√													√			
Oversee ConsCom activities to ensure that all needed tasks are accomplished.							√										

¹ Previously the Chapter had a staff “Conservation Director”, though the position was vacant at the time of the study.

RESPONSIBILITIES OF THE CONSERVATION CHAIR	Colorado	Grand Canyon	Loma Prieta	Massachusetts	Michigan	Mother Lode	New Jersey	North Carolina	Northstar	Ohio	Oregon ²	Redwood	San Diego	Virginia	Wisconsin	Maryland 2014	Maryland 2018
OTHER EXPLICIT RESPONSIBILITIES																	
Coordination: w/legislative, legal, political committees; w/chapter staff for public statements & media release	√																√
Policy: Coordination of response /chapter position on new issues										√	√			√			
Policy: Monitor initiatives & public statements for compliance w/national policies/approve letters and other materials on conservation issues	√		√											√		√	√
Groups: Facilitate Group conservation efforts						√											
Groups: Review sign-on letters from Groups											√						
ConsCom: Conservation Committee policies & process											√						
ConsCom: Convene & chair meetings, prepare agendas, invite team reports	√	√	√		√	√	√										√
ConsCom: Coordinate the main functions and campaigns of the Committee							√										
Technical Support: Provide technical support to teams														√			
Membership: Maintain listservs	√																
Recruitment: Identify, recruit, and challenge volunteer leaders; assign volunteers to carry out conservation activities; follow up to ensure they were carried out; thank them; prevent duplication; encourage volunteers to use their talents to the maximum.		√					√										
Supervision: Advising or supervising the staff Conservation Coordinator, directly or indirectly, on tasks they need to do to assure the ConsCom goals are met. Otherwise, the ConsCom chair must see that goals are met													√				
Supervision: Coordinate, advise, and monitor the issue committees & campaign teams to ensure they are effective and collaborating with other committees, campaign teams, and Groups.																	√

a.Although these tasks are in the bylaws, the Conservation Chair reports that he/she is not directly involved in them. Notes: The first panel covers the duties described in the bylaws, with related responsibilities from the other sources grouped under that part of the bylaw that it illustrates. The responsibilities from the bylaws have been flagged for all Chapters, unless in interviews the respondents mentioned that the Conservation Chair does not participate in one of the functions. Any other responsibilities flagged in the first panel and all others in the second panel (“other explicit responsibilities”) were mentioned in standing rules or interviews. The questions asked in interviews were open-ended. Since the

² Previously the Chapter had a staff “Conservation Director”, though the position was vacant at the time of the study.

respondents weren't provided with a list of responsibilities to react to, readers should not assume that the absence of a check mark means that other responsibilities are not being performed.

Appendix Table C-2. Issue Teams

Chapter	Entity	Charge of the entity	No. of teams	Most frequently named issues											
				Beyond Coal	Beyond Dirty Fuels	Clean Energy/Ready 4	Forests	Fracking	Land/Use/Public Land	Mining	Transportation	Water	Wildlife/Endangered	Zero Waste/Recycling	
Colorado	Issue Team	Define the problem, identify potential solutions, and how to go about addressing it. Meeting schedule, possibly a budget for the next year, see if they can bring along other people. Issue teams report quarterly to the conservation committee on their activities of the past 3 months, which is shared with the ExCom.	11		√						√	√	√	√	√
Grand Canyon	Sub-Committee ³		5							√					
Loma Prieta	Issue Committee	Unwritten, but expected to take action of some sort on their issue –events, monthly discussion, outreach, program materials. An end-of-year report. No expectation to recruit others	14				√	√	√		√			√	
Massachusetts	Team ⁴	A group of people who want to work informally on an issue together	*												

³ “ ‘Subcommittee’ might be a generous title, as some consist of a single person who does the lion’s share of work on particular issues. Much of our roles and structure has evolved over the years and may not fit neatly into an organizational chart. Some of the activists have been involved for decades.” (Interview)

⁴ The Massachusetts Chapter also has two formal Chapter Standing Committees, on Energy (20 members) and Transportation (15 members). These follow protocols in the bylaws (ExCom appointment and a one-year term). The Transportation Committee is supported by funds from National Sierra Club.

Chapter	Entity	Charge of the entity	No. of teams	Most frequently named issues										
				Beyond Coal	Beyond Dirty Fuels	Clean Energy/Ready 4	Forests	Fracking	Land/Use/Public Land	Mining	Transportation	Water	Wildlife/Endangered	Zero Waste/Recycling
Mother Lode	Sub-Committee	"address and/or review projects & policies & provide feedback to the ConsCom"	7				√					√		
North Carolina	Sub-Committee	"working with staff and Chapter leadership, ... committee members identify goals and objectives for issues they represent." (SR)	9			√	√	√	√			√	√	√
North Star	Campaign Teams	"develop campaign strategy and coordinate across the club to execute actions related to campaign goals... are the center of the Chapter's work." (HB)	4			√								√
Ohio	Sub-Committee	"consists of a group of members and volunteers that are responsible for reviewing policies concerning a broad conservation issue. The sub-committee plans, implements, and oversees one or more campaigns related to that issue." There are two tiers of Subcommittee, with funding priority for Tier 1.(SR)	9	√	√	√	√		√		√	√		
Redwood	Committee		5				√				√	√		
San Diego	Sub-Committee	"...identify conservation issues that fall under the Sub-Committee's focus area, research and develop proposals for Chapter positions on issues that fall under the focus area and create and carry out appropriate action Plans to achieve Club & Chapter objectives on issues that fall in the focus area." (BL)	4						√		√		√	√
Wisconsin	Issue Team		6	√	√					√	√	√	√	

*Number of teams and issues not provided.

BL=Conservation Bylaws; HB=Chapter Handbook; SR=Conservation Standing Rule. All other quotes are directly from the questionnaires or interviews.

Appendix Table C-3. Issue Team Governance

Chapter	Selection of		Chair's Job description
	Chair	Members	
Colorado	Issue teams select their leader based on expertise & ability of time, chair is approved by the ConsCom	Members are volunteers with available time, serve as long as they're available.	No job description
Grand Canyon	Appointed by the ExCom annually in January. Anyone on the ExCom can nominate a Subcommittee Chair, including the Conservation Chair if they're on the ExCom.	Members are volunteers, not appointed. Most Subcommittees have no formal membership or officers.	No formal job description. The Subcommittee leader works informally with other volunteers and sends out written reports, attends Chapter Conservation meetings. They report to the Conservation Chair and work collaboratively with the Conservation Director.
Loma Prieta	No formal process for choosing Chairs. Depends on who is willing to take on the work and has experience and credentials in the area. Can be appointed by ConsCom Chair.	Anyone who wants to be a member can attend meetings or work with the Chair. There is no term of service.	No job description. They coordinate the Committee's actions and programs in each issue area and bring new concepts and possible resolutions to the ConsCom for review & approval. Also organize issue committee meetings and mentor new volunteers.
Massachusetts	N/A-Teams have no Chair	Team members self-select	N/A
Mother Lode	Approved annually by the ConsCom and the ExCom.	Approved annually by the ConsCom and the ExCom.	No job description
North Carolina	The ConsCom identifies Issue Chairs. (SR)	Unstated, but seem to be recruited by the Issue Chair.	Yes. "Issue Chair is encouraged to create a subcommittee of members interested in the issue." "... identifies the resources, actions, and strategies needed to advance the identified goals and objectives, recruiting additional volunteers, and forming issue subcommittees as necessary." Issue Chairs for Chapter Conservation Priorities are on the ConsCom steering committee. Other team leads can be appointed to the ConsCom. (SR)
North Star	Chair and Vice- or Co-chair, elected by their teams, approved by ExCom.	Self-select, all volunteers. To be a voting member, must have attended at least one team meeting in the	No. "The leaders are responsible for the functioning of the team and ensuring that team responsibilities are met."

Chapter	Selection of		Chair's Job description
	Chair	Members	
		past 12 mos & be SC member in good standing	
Ohio	Sub-Committee Chair, appointed by the ExCom, based on rec'n of ConsCom & Sub-Committees. One-year term.	"Approval of Sub-Com members is delegated to the Sub-Com. Person in face-to-face mtg of the SubCom or meaningful participation in SubCom activity in the past 12 month shall be considered eligible to vote." (SR) One year term.	Yes. "Each Conservation Sub-Committee Chair must submit to the Chapter Conservation Chair a written report of each meeting and a written year-end summary of committee activities before the first Chapter ExCom of the following calendar year." (SR)
Redwood	Appointed by the Chapter Chair/ExCom	Recruited by Committee Chairs, no set term. They recommend members from each of the 6 committees, but this is often not possible, often 2-3 groups. There have been single-persons Committee chairs who worked across the chapter.	Yes. Example of Water Chair: "Oversees all chapter activity dealing with water issues. Coordinates water-related activities with Groups. This is a position for someone who has a passion and knowledge about water issues in Northern California, including groundwater management, agricultural irrigation, streams and rivers, lakes and reservoirs, storm runoff and flood management. Responsibilities Include: <ul style="list-style-type: none"> • Maintaining communication with chapter leaders on water issues affecting the chapter's region. • Coordinating with other organizations to stand up to threats to clean water and healthy waterways. • Recruiting and leading a water committee that includes members from all Groups within the chapter. • Providing leadership and direction on all Sierra Club issues and communications regarding water. Estimated Time Commitment: 5 hours a month."
San Diego	Chosen by the Sub-Committee members. All Chair nominees must be approved by a majority vote of the ConsCom (BL). (The ExCom isn't involved, but the	The Conservation Bylaw is silent on the selection of members. However, the Director reports that there must be more than one member. No term for	Yes. (1) Be familiar w/chapter and national club policy on issues; (2) ensure that necessary tasks are performed to carry out the responsibilities of the Sub-Committee. (3) Communicate and coordinate with other sub-committees on multi-focus projects. (4) Plan, publicize, and run Sub-Committee meetings or share such duties in Forums. (5)Recruit and train new Sub-Committee members. (6)

Chapter	Selection of		Chair's Job description
	Chair	Members	
	ExCom has used its ability to appoint and remove sub-committee chairs.) No term limit.	members.	Attend or send a representative to ConsCom meetings. (7) Respond to requests for information on focus area issues. (8) communicate Chapter positions on focus area issues to media and public officials.
Wisconsin	Five of the six teams are led by staff. No formal process for lead volunteer chairs.	Self-selected or invited by staff. There's a Chapter volunteer coordinator who "on-boards" people. No terms.	No job description

Appendix Table C-4. Minimum Standards and Criteria for New Teams

Chapter	Minimum Standards?	Criteria for New Team?	In the past 2 years...	
			New teams?	Dissolved?
Colorado	None	Nothing formal. "These teams work on issue that are important to them; people gravitate to certain teams because of their interests, what they want to do. Really, the core of the work is done by these teams." (Interview)	No	No
Grand Canyon	None	If there's sufficient interest and a leader steps forward, new Sub-Committees may be formed	No	Subcommittees dissolve when there's no volunteer to lead them or when the issue is no longer relevant. Currently there's no chair for population or water sub-committees, though much work is still done on water..
Loma Prieta	None. There are many Issue Committees, but not all are equally active. Some have many members and others just have a chair who is the main advocate for the Chapter on that issue. Some Issue Committees are basically one person taking the load, others have a few people who work together closely, and a few meet regularly. We collaborate a lot with other environmental NGOS, so collaborative teams are wide even if we don't have a fully functioning Issue Committee.	No specific criteria. The leaders working on the issue contact the ConsCom Chair, begin to hold meetings and attend ConsCom meetings. Proponents present what they want to work on to the ConsCom and let them select a chair to represent themselves. No proposed issue committee was controversial.	No	Yes, the Soils committee because the chair moved away and no one stepped up. The Fracking committee is dormant because the prospects of drilling in the Chapter's area has waned.
Massachusetts	None.	Needs to be a purpose and roles on the		

Chapter	Minimum Standards?	Criteria for New Team?	In the past 2 years...	
			New teams?	Dissolved?
		team, and a staff liaison who will support them. At least one other person or a staff member to share the work. Ability to work together, whatever structure they want.		
Mother Lode	None	Regional relevance to the Chapter and enough participation to ensure that it will be a functioning committee	Yes	Yes – no one wanted to work on the issue
North Carolina	Yes. Issue Chair committee members identify goals and objectives for issues they represent. Members serve as Chapter volunteer leaders for the issues they represent.	The Chapter Chair can appoint additional Issue Team leads to the ConsCom who have agreed to take a leadership role in moving a particular issue forward, and the Issue Team leads are responsible for "recruiting additional volunteers and forming issue subcommittees as necessary	Yes	No
North Star	Yes. To summarize, must have : (1) Campaign or work plan; (2) Event & action planning; (3) communication & record-keeping. (CH)	Volunteer or staff recommendation, including specific goals of the team, rough timeline, how the team will include needs of all Minnesotans, esp those historically excluded. ExCom determines if a new team can be launched based on strategic priorities and funding, determines level of staff support to be provided to the team.	Yes	Yes – Leaders evaluate their team's status at least annually. The ExCom evaluates and votes annually on the status of the teams.
Ohio	Yes. must develop & maintain SC work plans and report progress to ConsCom at each meeting; must report names of new SC members; in-person meeting at least twice/year & regular communications; notification of meetings; written report of meetings to Cons Chair, end-of-year report. (SR 11.3)	Anyone who raises their hand and has a good idea. Ask the ConsCom to approve and take it to the ExCom. Minimum of 3 people, but not always upheld.	No-plastics is a new topic within the water team.	No.
Redwood	None.	Nothing formal, just need and willingness to serve	No, except that the Forest Committee	No, but the Water Committee doesn't have a chair and is inactive.

Chapter	Minimum Standards?	Criteria for New Team?	In the past 2 years...	
			New teams?	Dissolved?
			was recently reformed after a period of inactivity	
San Diego	Not written, but generally no fewer than 3 people. Also, minutes of each Sub-Committee meeting must be taken and distributed to the entire ConsCom. They don't allow single-person Subcommittees.	Yes. They have to propose formation of a new Subcommittee to the ConsCom, discuss the purpose, why there's a need. ConsCom decides by majority vote whether to go ahead. Topics are ongoing with no end date	Yes, Zero Waste	Yes. For example, the Forestry Subcommittee Chair left and no one took over. It was dissolved by the ConsCom.
Wisconsin	None.	No formal criteria. "If someone steps forward, is willing to accept Sierra Club policies and constraints, and they are capable, the Chapter Chair will support them, and with staff will provide guidance and direction." There are a lot of informal groups of volunteers working on issues that crop up, that aren't exactly "teams."	No, but may have been a change in focus	No

Appendix Table C-5. Subject Matter Experts

Chapter	Title of Expert	Who appoints them?	Term	Are they on the ConsCom?	To whom are they accountable?	Comments on their role
Grand Canyon	No title	The ExCom at its January meeting establishes a list of club leaders who are experts and can be contacted by members seeking advice or information (“Blue Sheet List”)	One year	No (informal ConsCom)	Chapter ExCom	Subject matter experts (Blue Sheet List) respond to member and non-member requests for information and direction and if they are unable to provide an answer, direct the individual to either the Conservation Chair or Conservation Director. They do not draft testimony or testify unless they are authorized to do so by the Chapter.
Massachusetts	Issue Chair	Either staff members or the ExCom may nominate and must be approved by a majority vote of the ExCom	Unstated. Can be removed by majority vote of ExCom if unable to follow SC policy rules or standards of conduct.	N/A-no ConsCom	Chapter Director	Issue Chairs comment on issues for which there is no Committee. They are responsible for identifying and championing priorities related to their issue area and ensuring that all Chapter work related to their issue area is in compliance with Club Policy. They are like technical and strategic consultants. They draft testimony and review legislation, educate. Currently there are about 7 (plastics, toxics, offshore wind, woody biomass, methane gas and public health. No water right now). Positions can be created or dissolved in relation to Chapter capacity. If any volunteer would like to become an issue chair, can propose new position with staff or ExCom members. (See the job description in Campfire.)
Michigan	Activist Field Expert	Conservation Chair	Unstated	Not clear	ConsCom	Just initiated. They follow an issue and the ConsCom gets updates. Some are former member of a committee that dissipated. There are also staff experts.
Mother Lode	--	The Conservation Committee Chair (they are ConsCom members)		Yes	Conservation Chair & ExCom Chair	
New Jersey	Issue	Nominated by the ConsCom	One year	Yes	Conserva-	There are 24 Issue Coordinators.

Chapter	Title of Expert	Who appoints them?	Term	Are they on the ConsCom?	To whom are they accountable?	Comments on their role
	Coordinators ^a	chair, approved by the ExCom, serve on the ConsCom			tion Chair	
Virginia	Issue Chair	Conservation Chair – people volunteer or members with known expertise are re-cruited to work on a project.	Depends on project need.	No (informal ConsCom)	Conservation Chair	There are more than 20 Issue Chairs who work on specific campaigns (e.g., pipelines, offshore wind) and others self-organize a team when issues come up (e.g., building codes).
Other model						
North Star	Steward Teams			Represented on the Coordinating Committee	Coordinating Committee Chair	Steward Teams coordinate with campaign teams and the legislative team to inform advocacy work by conducting research on environmental issues and potential policies, initial review of ad hoc proposals, and they interact with other environmental groups.

a.Previously called “Advisors”