1. **What is the Council Transformation Program?**

   The Council Transformation Program is a uniquely designed training model, developed by IRA Headquarters in conjunction with IRA council leaders, that will be implemented to help build sustainability within our councils. Councils will gain valuable knowledge in effective nonprofit management, governance, finance, and strategic planning.

2. **Why is IRA doing this?**

   IRA is seeing the same trends nationwide in our councils that have affected our Association: inefficient operation; revenue declines; and dwindling membership, publication subscriptions, and conference attendance. This program will provide councils with the tools necessary to correct these issues as well as become structurally sound.

3. **What are the expected goals?**

   The overall goal of the Council Transformation Program is for councils to have better operating boards that effectively and efficiently manage business, make decisions, and oversee the day-to-day operations of the council. Through the program, councils will develop a clear path for leadership of new members and stronger alignment to IRA’s strategic goals. Councils will also benefit from less exposure to risk and liability.
4. What do councils have to do?

The program will assist councils in separately incorporating; developing new bylaws, policies, and procedures that align to IRA; receiving board management training; and constructing a solid and effective strategic plan.

5. What will councils get from IRA?

This program will provide councils with intensive support throughout the process from the Council Advisory Team, IRA staff, and the IRA Board of Directors. Councils will receive instruction and tools in the areas of bylaws, policy and procedure, strategic planning, and finance. Councils will also have the potential to test new Council Business Services that are being developed at IRA Headquarters.

6. What does it look like in the future?

Not only will every council participating in the program be stronger and more sustainable, but a new membership dues structure will be put in place allowing every member to join simultaneously their state council and IRA. The relationship between state and local councils will also be stronger, as the state will have the foundation necessary to properly manage each local council.

7. What does IRA want council input on?

IRA wants each participating council to be an active contributor to the process. Discussions around configuration of local councils and developing a new dues structure would be an important part of the strategic planning process. IRA also wants councils to assist in testing new products being developed in our Business Services Department.