

CHI ALPHA CAMPUS MINISTRIES

The National Chi Alpha Programme

Organizational Design

The Chi Alpha Matrix

Organizational design is about definition and clarity. Think of our design as a skeleton supporting Chi Alpha and giving it shape. Just as each bone in a skeleton has a function, so does each level and connection on the organizational chart. The various programs that comprise our organizational structure are part of a plan to ensure Chi Alpha accomplishes our objectives and attains our goals.

Organizational designs fall into two broad categories: **traditional** and **contemporary**.

A **traditional design** often looks like a Christmas tree characterized by centralized authority and/or divisional structure with separate, semi-autonomous units.

Examples of a **contemporary design** include team, matrix, project, boundaryless, and learning structures. What you see in this booklet is a blend of team and matrix structures along with a learning organization. For simplicity's sake we will refer to it as the Chi Alpha Matrix Design.

The goals of the Chi Alpha Matrix Design include:

- Identify necessary conversations
- Create teams
- Determine national minimum standards and best practices
- Be flat as possible (keep hierarchical levels to a minimum)
- Illustrate lines of answerability and covering

Why did we choose this design?

- Chi Alpha leaders feel more comfortable with fewer levels of hierarchy.
- We want our national senior director to be accessible even to the level of the student.
- Chi Alpha is by practice a highly relational organization, especially at the local campus level.
- Chi Alpha leaders work hard at being good communicators, both publically and inter-personally.
- We are known to be successful at communication and relationship at the local level, but sometimes less so trans-locally
- Relationships are our strength, and we need to leverage this strength in our organizational design.

So how do you read the Chi Alpha Matrix Design?

Everything to the right side of the Green Line is to be read from the top down.

- This is the Program Side
- These leaders and his/her teams serve our long-standing programs and our more recent national initiatives.
- Except for the Field Team, there is no hierarchy among programs in white or green boxes.
- With few exceptions all leaders who assume the leadership responsibility of a "box" on the program side will hold missionary status.

Everything to the left side of the Green Line is to be read from left to right across the page.

- This is the Process Side
- These leaders and his/her teams serve to help our programs to be operational.
- Operational processes serve all programming, (not just programs on the same line).
- With few exceptions all leaders who assume the responsibility of a "box" on the process side will hold employee status.

What about the color-coding?

The three boxes with **Blue** text represent the executive directors.

- The Senior National Director is appointed by and an employee of the General Council National Leadership and Resource Center.
 - He/she is the "Harry Truman" of Chi Alpha. He/she is responsible for all of Chi Alpha Nation and the "buck" stops with him/her.
- The Senior National Director appoints the Operations Director (employee) and Program Director (missionary).

The four boxes with **Red** text represent the Programme Team Leaders.

- Together with the Program Director they form a leadership team over our long-standing programs and our more recent national initiatives.
- They oversee all the programs/initiatives listed under them.
- Below the Program Team Leaders there is no hierarchy among programs or initiatives.
- Training, Personnel, and Cross-cultural Missions Directors are self-explanatory.
- Key to the success of this Matrix Design is the Field Director and all those who serve with him/her on a Field Team.
- All of the members of the Field Team are the key representatives and implementers of our National Programme.

The many **White** boxes represent the individual Program and Process Leaders.

- They give leadership to a core component of our National Programme.
- It is assumed many specific program/process leaders will recruit people to serve with them alongside him/her. For example, the CMIT Director works with a CMIT Executive Committee, the XAi Director has a task group, Pioneering is adding others to lean into this assignment, etc.
- In many cases, the leader of a White box is referred to as "Director."

The many **Green** boxes represent the more recent national initiatives that have not yet risen to the level of a long-standing program.

- They give leadership to a recent component of our National Programme.
- It is assumed many specific program/process leaders will recruit people to serve with them alongside him/her.
- In most cases, the leader of a **Green** box is referred to as "Specialist."

Some governing principles:

- 1] The Matrix Design is a living, changeable design.
- 2] The Matrix Design establishes conversations.
- 3] The typical downside of matrix designs comes down to accountability and communication.
 - We believe our strength of relationship will be leveraged to mitigate against the typical weakness, and we believe the Matrix makes it clear who each person should be in conversation with.
- 4] The director over a program/process holds the trump card in determining the best practices and minimum national standards to be adhered to within national Chi Alpha.
- 5] As of today, we have some people covering multiple responsibilities.
- 6] The Matrix Design indicates to us how we need to right-size our overall leadership team.
- 7] All leaders for a red text and white box position will go through an application and interview process for selection to serve. The Senior National Director will announce to Chi Alpha Nation when these positions are open for application.
- 8] All leaders of green boxes will be appointed by the Senior National Director, ratified by the EMT.

The Executive Ministry Team (EMT)

- The EMT is the decision-making group for Chi Alpha.
- The EMT is comprised of leaders in blue and red text.
- At the discretion of the Senior National Director other directors of programs/processes may be added to serve for a pre-determined time with the EMT.

The Guiding Coalition

- The GC is a representative national and field leadership group existing to inform, advise, endorse, and ratify actions/decisions of the EMT.
- It is comprised of Springfield directors, area directors, specialists, persons nominated to serve, and those elected to serve from each area.
- Rotating terms will apply.
- They will meet one or two times yearly.