



*THE COWBOY ACADEMY*  
School of Industrial Engineering and Management  
Oklahoma State University

## *INTEGRATED STRATEGIC FRAMEWORK*

*Member Responsibilities*

*Purpose*

*Strategic Excellence Position*

*Vision & Mission*

*Governing Bylaws*



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## *MEMBER RESPONSIBILITIES*

Members of the Cowboy Academy of the School of Industrial Engineering and Management are distinguished individuals who have excelled in their professional lives and are recognized for their achievements. They are among the best graduates from the highly regarded OSU IEM educational program. They are ambassadors for the school, faculty and students serving as liaison between the school resources and the external community.

### ***Members are expected to:***

- Become knowledgeable with the School of Industrial Engineering and Management core value, strategy, mission and goals.
- Endeavor to understand the ongoing IEM needs to enhance growth, reputation and financial strength when measured against competitive programs.
- Enhance personal relationships with the school's leadership.
- Understand and engage in strengthening The Cowboy Academy's Purpose, Strategic Excellence Position, Vision, Mission, and goals.
- Serve on one of the following standing committees:
  - ✓ Enhance External Visibility
  - ✓ Provide Financial Support
  - ✓ Create the best career fulfillment environment
  - ✓ Foster creative relationship between IEM, business and academia.
- Provide philanthropic minimum annual contribution support as determined by the Board of Directors.
- Serve as a sounding board for the School of Industrial Engineering and Management
- Help with special projects as guided by the TCA Purpose vision and mission
- Offer expertise and talent for advancing IEM to continue producing distinguished alumni.
- Willfully offer information to The Academy officers, Board of Directors and the Dean of IEM which will enhance the school's financial strength, business, academia, and professional relationships.
- Be knowledgeable of and comply with The Cowboy Academy bylaws in all Academy matters.



## *THE COWBOY ACADEMY PURPOSE*

The School of Industrial Engineering and Management (IEM) at Oklahoma State University (OSU) has a rich history and legacy. IEM at OSU granted its first BSIE degree in 1926, MS degree in 1948, and PhD degree in 1960. Since then, thousands of BS, MS and PhD degrees have been awarded. IEM is one of six Schools in the College of Engineering, Architecture and Technology (CEAT). It has been represented and led by giants in Industrial Engineering: members of the National Academy of Engineering; winners of the Frank and Lillian Gilbreth award, the highest award given by the *Institute of Industrial and Systems Engineers (IISE)*; *IISE* presidents; *American Society for Quality (ASQ)* presidents; *Association of Energy Engineers (AEE)* presidents; Senior Examiner and Judge for the *Malcolm Baldrige National Quality award*; and Fellows of *IISE*, *AEE*, *APICS* and *ASQ*. One of the School Heads, H.G. Thuesen, co-invented the parking meter, the first of which was installed in Oklahoma City in 1935. In addition, IEM has produced many distinguished alumni who have or are currently in senior leadership positions in industry and academe.

IEM has established *The Cowboy Academy of Industrial Engineering and Management*, hereinafter referred to as TCA to accomplish several goals:

- Recognize the accomplishments of IEM alumni,
- Harness their expertise and talent for advancing IEM so it can continue to produce distinguished alumni,
- Have TCA members serve as role models for current students,
- Help enhance IEM's visibility,
- Serve as a sounding Board for the School of Industrial Engineering and Management, and
- Help with special projects as guided by the TCA Vision and Mission

Further, TCA's purpose is to support and enhance the IEM Strategic Plan which sets forth the IEM Vision, Mission and Over-Arching Goal as follows:

***IEM Vision*** Place industrial engineers in a wide variety of industries including manufacturing, service, energy, healthcare, humanitarian, and others, so that our society at large can benefit from systems that effectively use optimum set of resources, efficiently produce goods or provide services, and enrich the quality of life for all.

***IEM Mission*** Develop a diverse group of professionals and leaders in industrial engineering and management by being a leader in education, research and outreach.

***IEM Over-Arching Goal*** Become a named and endowed school ranked among the top programs.



## *THE COWBOY ACADEMY STRATEGIC EXCELLENCE POSITION, VISION & MISSION*

### **STRATEGIC EXCELLENCE POSITION (SEP)**

Achieving strategic success requires superior competence in a set of distinctive capabilities which have special value to the IEM and TCA marketplace. It is the Strategic Excellence Position (SEP) to occupy relative to competition.

**TCA SEP** A valued career for graduates

### **VISION**

TCA's vision defines the values and an aspirational desired future state. It depicts a mental picture of what TCA wants IEM to achieve over time.

TCA Vision: For graduates to achieve their most valued and rewarding careers

### **MISSION**

A mission is a declaration of core purpose and normally remains unchanged over time. It serves as a filter to separate what is important from what is not. The mission signals what is to be accomplished.

TCA Mission: To achieve its vision, TCA will aggressively utilize its financial and external business resources to create an unequaled student learning and career placement experience. Its focus will be both internal to the school and external to the public, business and academic environments. Specifically, TCA will assist IEM in the following ways:

- **Enhance external visibility** through marketing programs and achieving top 20 national school rankings. This mission component is aimed to influence parents, students, business recruiters, business executives, academic peers and professional organizations.
- **Provide financial support** individually and through the active pursuit of business contributions to enhance the overall financial strength of the school providing maximum operating flexibility.
- **Enhance student career opportunities** better than any peer school and thereby enhance its national rankings, student and parent satisfaction and faculty rewards.
- **Foster a unique and beneficial partnership between the business community and IEM** to develop successful and valuable results through The Center for Business Innovative Excellence.



## THE COWBOY ACADEMY GOVERNING BYLAWS

### I. MEMBERSHIP IN THE COWBOY ACADEMY

#### A. Membership Types

1. Active Member
2. Sustaining Member
3. Inactive Member
4. Honorary Member
5. Distinguished Past Member

#### B. Eligibility Criteria - Active and Sustaining Members

1. Hold a degree in Industrial Engineering and Management from Oklahoma State University, granted at least fifteen years prior to election.
2. Have a sustained and distinguished track-record of leadership and accomplishment.
3. Cannot be employed by Oklahoma State University at the time of nomination.

#### C. Designation as *Academe* or *Business*

1. Those persons employed by colleges and universities, other than Oklahoma State University, in any capacity, will be designated as being from *academe*.
2. Those employed by Oklahoma State University are not eligible for membership in TCA during such employment. After employment at OSU, they would be designated as being from *academe*.
3. Those not designated as being from *academe* will be from *business*.
4. It is recognized that some will have substantive careers in both *academe* and *business*; if not obvious which designation is appropriate, the individual can be asked to clarify how they see their own career.

#### D. Active and Sustaining Members Limitations of Membership Size

1. The number of newly elected Active and Sustaining Members in any year is limited to the greater of twelve (12) or 6% of the number of



Active and Sustaining Members.

2. The number of newly elected Active and Sustaining Members in any year designated as coming from *academe* is limited to the greater of three (3) or 3% of the Active and Sustaining Members.
3. At no time will the number of Active and Sustaining Members from *academe* exceed 20% of the total number of Active and Sustaining Members.
4. There are no limits on the number of Active and Sustaining Members in TCA.

#### **E. Criteria - Membership Election**

1. To be considered for election as a Member, an individual must meet the eligibility criteria for Active and Sustaining Members listed in I.B and be nominated by a current or past Industrial Advisory Board member, an IEM faculty member, or an Active or a Sustaining Member of TCA.
2. Each nominee must receive at least 70% of the total votes cast on their behalf for membership by Active Members, disregarding abstentions. If the number of nominees exceeding the 70% criterion also exceeds any of the **Active and Sustaining Members Limitations of Membership Size**, then those nominees receiving the highest percentage of votes will be selected and invited to become a Member to the extent that these limitations are not exceeded.
3. Accept, in writing, the invitation to be a Member. Acceptance signifies agreement to be subject to current and future bylaws. The nominee will be recognized and become a Member at an induction ceremony coinciding with The Annual Meeting in the fall of every year.
4. Any invitations to become a Member that are declined may open a slot for a nominee who was not offered Membership due to Limitations on Membership Size (I.D.1, 2, 3), at the discretion of the Membership Committee.

#### **F. Membership Privileges**

All Active members enjoy unique opportunities to influence TCA's vision for helping students and graduates achieve their most valued and rewarding careers. Involvement is a personal choice to engage in TCA privileges, including but not limited to:

1. Donate the minimum annual contribution to support the financial needs of IEM students.



2. Attend one annual meeting in person or virtually every two years
3. Vote on TCA matters as presented to the members by the Board of Directors
4. Participate on a committee
5. Participate as a committee chair
6. Participate on the Board of Directors
7. Participate as an Officer of the Board

#### **G. Active and Sustaining Membership Participation Requirements**

1. Active Members – Members will be classified as an Active Member by choosing to:
  - a. Donate the Minimum Annual Contribution established by the Board of Directors by December 31 of every year.
  - b. Attend one Annual meeting every two years either in person or virtually.
  - c. Enjoy all Active Member privileges identified in F.1. through F.7.
2. Sustaining Members - Members from time to time may be unable to be actively involved but wish to stay connected. Members who are not actively involved may request to be classified as a Sustaining Member or will be classified as a Sustaining Member based on their previous two-year *Active* Member history.

##### *Sustaining* Members:

- a. Donate the Minimum Annual Contribution established by the Board of Directors by December 31 of every year.
- b. Have chosen not to attend two consecutive annual meetings in person or virtually and surrender access to all Active Member privileges as defined in F.3. through F.7

##### *Sustaining* Members can resume being an *Active* Member by either:

- a. Attending the subsequent annual meeting either in person or virtually, at which time, the privileges of an Active member will be restored.
- b. Requesting reinstatement as an *Active* Member immediately. If approved by the Board, the privileges of an Active Member will be provisionally restored and the member will be expected to attend the subsequent annual meeting either in person or virtually, at which time the provisional condition will be removed.

#### **H. Criteria - Inactive Member Status**

1. Does not maintain status as an Active Member and Sustaining Member, or





2. Requests a change in status from Active Member and Sustaining Member to Inactive Member.
3. Does not participate in any Active Member privileges as defined in F.1. through F.7.
4. May request reinstatement to Active Member status, requiring approval by the Board of Directors. If approved, requires a delay from approval to readmission of one (1) year from the date of said Board decision.

**I. Criteria - Honorary Member**

1. Has an IE or equivalent degree at the BS level or higher.
2. Has a sustained and distinguished track-record of leadership and accomplishment.
3. Is not employed by Oklahoma State University at the time of nomination.
4. Has provided extensive and dedicated service to the School of Industrial Engineering and Management at OSU and/or TCA.
5. Nomination and the entire Honorary Member election process does not follow a set schedule and may begin at any time.
6. May be nominated by an Active Member, with the nomination sent to the Board of Directors, accompanied by a convincing biographical sketch.
7. Is not required to meet the minimum annual contributions and meeting attendance requirements stipulated for Active Members.
8. An honorary member does not have voting rights.
9. Must have the unanimous approval of the Board of Directors and at least 75% of the total votes cast by the non-Board Active Members, excluding abstentions.
10. Accept, in writing, the invitation to be an Honorary Member. Acceptance signifies agreement to be subject to current and future bylaws. At the point of written acceptance, the nominee becomes an Honorary Member of TCA.
11. An Honorary Member's induction will occur at the earliest Induction Ceremony after election, or at any Induction Ceremony thereafter, in person or virtually. Honorary members may be inducted in absentia.
12. At no time shall the number of living Honorary Members exceed the larger of five (5) or six percent (6%) of the Active Members.

**J. Distinguished Past Members**



1. Active Members and Honorary Members are automatically reclassified as Distinguished Past Members upon their death.

**J. Total Members**

1. Each year the current roster of TCA will include Active Members, Sustaining Members, Honorary Members, Distinguished Past Members, and Inactive Members.

**II. COWBOY ACADEMY MEETINGS AND STRUCTURE**

**A. Meetings of TCA**

1. An Annual Meeting of TCA will be held at such time and place as determined by the Board of Directors.
2. Annual Meetings shall be communicated at least six (6) months in advance, with one (1) year notice, if feasible.
3. An Induction Ceremony for Members will usually be held in conjunction with the Annual Meeting at a time and place determined by the Board of Directors. There may be other Academy meetings as determined by the Board of Directors; a petition signed by one-third of the Active Members shall require the Board of Directors to call such meetings.
4. All meetings other than the Annual Meeting shall be communicated at least thirty (30) days prior to the date of the meeting.
5. Portions or all of Annual Meetings and Induction Ceremonies, as determined by the President, may also be conducted virtually for the benefit of those unable to attend in person.

**B. Quorum at Academy Meetings**

1. A quorum shall consist of twenty (20) percent of the members in person, virtually, or combined.
2. Every act, or decision made, by a majority of those present when a quorum exists, shall be considered an act of TCA.

**C. Board of Directors**

1. The Board of Directors shall consist of eleven (11) Directors. This count includes the immediate past president and the officers listed in Section II.D.1.
2. Directors term of office shall be three (3) years unless the Director is an



officer or Nominations or Membership committee member with time remaining on the officer or committee member terms of office. In this circumstance, the officer or committee member terms of service on the Board may be extended to the limit of the officer or committee member terms of office or resignation, whichever occurs first.

3. Directors will be elected from the membership by the Active Members at each Annual Meeting of TCA or virtually.
4. Vacancies on the Board of Directors will be permanently ratified at the next Annual Meeting of the Academy. The President may make an interim appointment within thirty (30) days of such vacancy. The new Directors' term will be the remaining term of the outgoing Director.
5. All Board meetings may be held either in person or virtually.
6. Other meetings of the Board will be held as determined by the President.

#### **D. Officers**

1. Officers of TCA Board of Directors shall include a President, President-elect, Secretary, and Treasurer.
2. The President-elect shall be nominated by any active member of the TCA. The Nominating Committee will evaluate and vet candidates to identify the most appropriate candidate. The Nominating Committee will present the best candidate as the nominee to the Board of Directors. Confirmation of the nominee will be taken by secret ballot by the Board of Directors.
3. Positions of Secretary and Treasurer shall be nominated by any Director of the Board within 30 days after the election of the Board. Each Officer will be elected by secret ballot by the Board. These Officers shall serve two (2) year terms.
4. The term for a Director accepting a role as an Officer shall be extended as necessary to fulfill the obligations of their office.
5. The term for a Director accepting a role as president elect may, if required, be extended for up to five (5) additional years. Minimum of one (1) year as president-elect; two (2) years as president, and two years (2) immediate past president.
6. Should the current President be reelected, the immediate past president's term extends. If the Past President decides not to continue serving in that capacity, the position will remain vacant.
7. The Officers have such duties as are necessary to achieve the purposes



and functions of the organization and such duties as are defined by the Board of Directors.

8. Officers and Directors serve without compensation. The President-elect shall automatically assume the responsibility of President should a vacancy in that office occur for any reason.
9. The President shall appoint a new officer to any vacated position within thirty (30) days after such vacant position is available and ratified by the Board at the next Board of Directors meeting.

#### **E. Committees**

1. The Board of Directors will authorize, and the President will appoint, such committees as are necessary to advance the purposes and functions of TCA.
2. All Active Members are eligible to serve as committee members and chairpersons.
3. **Finance Committee** - There will be a standing Finance Committee of three (3) Active Members, with the Treasurer serving as chairperson. They shall serve for two (2) years. The other members will be appointed by the President. The president shall fill any vacancy within thirty (30) days after a vacancy occurs.
4. **Nominations Committee** - There will be a standing Nominations Committee of five (5) Active Members, one (1) of whom will serve as Chairperson. They shall serve for two (2) years appointed by the President. The president shall fill any vacancy within thirty (30) days after a vacancy occurs.
  - a. Election Process for Directors
    - i. Annually, the Nominations Committee shall request nominations from Active Members for all Board of Directors positions with terms set to expire as of the Annual Meeting. Self-nominations are acceptable. This is to be done within ninety (90) days prior to the annual meeting. An existing or prior board member can be nominated for additional terms.
    - ii. Nominations Committee chair shall review candidates with the officers to ensure good standing prior to nominations being confirmed by the committee
    - iii. Nominations Committee shall meet with each candidate to review the expectations of the Board of Director role and determine willingness to accept the nomination and serve if elected. This is to



- be done within sixty (60) days prior to the annual meeting
- iv. Nominations committee shall prepare a written and electronic list of all confirmed candidates to the Active Members for their consideration and vote. This is to be done within thirty (30) days prior to the annual meeting
- b. Voting Process for Directors
  - i. There will be no vote by proxy.
  - ii. In Person – Active Member voting will occur by secret ballot at the Annual Meeting, provided a quorum of members is present. A quorum is defined in II.B.1.
  - iii. Virtually - The Active Members will have 14 calendar days from notification to cast their vote. Two (2) committee members will have access to the system or ballots to review and certify results. A quorum is defined in II.B.1.
  - iv. Elected Directors – Nominees who equal the number of vacant Director positions and receive the highest number of votes will be elected at the Annual Meeting or by electronic vote.
  - v. Nominations Committee will certify and communicate results to the President within 48 hours of vote completion
  - vi. President will communicate results to the electees, gain their acceptance of the position, and communicate to the TCA membership
- c. Election Process for President-elect
  - i. On a Biennial basis, the Nominations Committee shall request nominations from the Active Members for President-elect. Self-nominations are acceptable. This is to be completed no later than ninety (90) days prior to the annual meeting. An existing or prior President can be nominated for additional terms.
  - ii. Nominations Committee chair shall review candidates with the officers to ensure good standing prior to being a confirmed nominee
  - iii. Nominations Committee shall meet with each candidate to review the expectations of the role of President and determine willingness to accept the nomination and serve if elected. This is to be completed no later than sixty (60) days prior to the annual meeting
  - iv. Nominations committee shall vet, evaluate, and ultimately recommend a nominee to the Board for the office of President-



- elect. This is to be completed no later than thirty (30) days prior to the annual meeting
- d. Confirmation Process for President-elect
    - i. The Board of Directors will confirm the Nominee by casting a majority of votes to confirm. Voting will occur by secret ballot at the Annual Meeting or virtually
    - ii. Nominations Committee will certify and communicate results to Board within 48 hours of vote completion
    - iii. President will communicate results to the electees, gain their acceptance of the position, and communicate to the TCA membership
5. **Membership Committee** - There will be a standing Membership Committee of five (5) Active Members, one (1) of whom will serve as Chairperson. This committee will act as is necessary to comply with the nomination and election process designated in Items I.A-E. They shall serve for two (2) years nominated by the President and approved by the Board at the Annual Meeting. The president shall fill any vacancy within thirty (30) days after a vacancy occurs.
- a. Nomination Process of Members
  - b. Each year, the Chair of the Membership Committee will issue a call for nominations no later than 150 days prior to the next Annual Meeting. Receipt of nominations must occur no later than 120 days prior to the next Annual Meeting. The completion of the entire election process is to be completed 90 days prior to the Annual Meeting.
  - c. The Chair of the Membership Committee will receive nominations from TCA Active and Sustaining Members, past and present Industrial Advisory Board members, and IEM faculty.
  - d. Nominations must be of individuals qualified under Section I.B and shall carry information which substantiates the nomination as well as the designation as *academe* or *business* defined under Section I.C.
  - e. The Membership Committee will review and ensure the eligibility of nominees per Sections I.B-C and 1.H 1-11. The Membership Committee may seek additional information regarding eligibility from the nominator or other sources.
6. Election Process for Membership
- a. The Chair of the Membership Committee will prepare an electronic



ballot carrying the names, titles, pictures, and biographical sketches of all qualified nominees and communicate it to TCA Active Members with a due date for voting. Votes will be Yes, No, or Abstain. If an Active Member does not vote for a nominee, that vote will be treated as an Abstain vote. Active Members will return the ballots to the Membership Committee Chair virtually.

- b. The Membership Committee shall tally the ballots received and declare as elected and eligible for invitation to membership those who have qualified under Sections I.A-E for Active and Sustaining Members, or Section 1.H 8 for Honorary Members.

### **III. PROCEDURES, LIMITATIONS AND POLICIES**

#### **A. Amendment of Bylaws**

1. The bylaws may be amended at any time upon the amendment carrying the favorable recommendation of two-thirds of the Directors and a majority of the Active Members.

#### **B. Indebtedness and Liability**

1. Members of TCA are not responsible for any indebtedness or liability incurred by or for any acts performed by any member or individual in their private lives, at any regular or special meeting, outing, social activity or business activity.

#### **C. Meeting Agenda and Minutes**

1. Annual Meetings - TCA Secretary or designate will provide the Dean of the College of Engineering, Architecture and Technology and the Head of IEM a copy of each Annual Meeting agenda fourteen (14) days prior to the date of the meeting and a copy of the minutes thirty (30) days after each meeting.
2. Board and Officer Meetings – Secretary will provide minutes of Board and Officer meetings 30 days after such meetings to the Directors and Officers respectively after such meetings occurs.

### **IV. FINANCIAL REQUIREMENTS**

#### **A. Individual Responsibility**



1. Each Active and Sustaining Member is expected to make the Minimum Annual Contribution to the OSU Foundation by December 31 of each year for the following year's membership. This amount will be modified each year by the prior year positive Consumer Price Index (CPI) rate of inflation as reported by the U.S. Bureau of Labor Statistics.
2. The Cowboy Academy Member Responsibilities and Bylaws shall be distributed by the President to each inductee prior to their acceptance. Members are expected to embrace and conduct themselves in the spirit of those responsibilities.
3. A special volunteer assessment process will be implemented when needed for unusual but nevertheless critical expenditures. Those who volunteer to participate will receive compensatory recognition.
4. Members of TCA will be responsible for lodging, meals, transportation, and personal expenses incurred attending meetings and other TCA functions.
5. Costs for the annual induction banquet, beverages, snacks, and other incidentals provided by TCA for members will be included in the annual calculation of benefits.

#### **B. Treasurer Responsibility**

1. The Treasurer shall present a financial status report and proposed next year budget to the Directors thirty (30) days prior to the Annual Meeting and to the members at the Annual Meeting with projected results through the fiscal year end of December 31.
2. The Board of Directors shall adopt an annual budget that will be reported to TCA membership.
3. The Treasurer will comply with all requirements of the Oklahoma State University Foundation confidentially agreement regarding the relevant Cowboy Academy Foundation account(s).
4. Shall report to the members annually by March 1 of benefits they received in the prior calendar year. These benefits will include by not limited to expenses paid by IEM for the inductee banquet, beverages, snacks, and other incidentals.
5. Shall make additional reports to the Board of Directors, as requested by the Board, and annually to TCA Members.
6. Shall ensure that the Foundation annually distributes member contribution amounts for tax reporting purposes.
7. Prior to each Annual Meeting, the financial records of TCA may be





audited by an Active Member appointed by the President. Any questions or concerns will be resolved by the Treasurer, Auditor, and President. An audit report will be presented at the Annual Meeting, including any questions, concerns, and resolutions.

**V. RECOGNITION AND AWARDS**

**A. Recognition of Accomplishments**

1. A plaque or certificate of recognition and membership in TCA of Industrial Engineering and Management will be awarded to each newly inducted Active, Sustaining, or Honorary Member at the Induction Ceremony.

**B. Visibility**

1. A photograph and up-to-date biographical sketch limited to 150 words for each Active Member, Sustaining Honorary Member, and Distinguished Past Member of TCA, each individually identified, will be prominently displayed, easily accessible from TCA tab at the IEM Website.
2. To help inspire graduates to achieve their most valued career a suitable recognition of TCA's Strategic Excellence Position, Vision, Mission, Active, Sustaining, and Honorary members will be prominently displayed and permanently maintained at TCA cost in the School of IEM.

End of Bylaws

October 31, 2020  
Effective

  
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Mitch Myers, President, The Cowboy Academy,  
School of Industrial Engineering and  
Management, Oklahoma State University