

Organizational Excellence

Boards

Strategies

Risks

Discussions

Board Roles (8:30-10:00)

- Responsibilities & Orientation
- Committees
- Smart Practices

Strategic Direction (10:15-11:30)

- Planning Retreat
- Goal Setting
- Implementation-Execution

• **Risk Mgmt – A to Z** (12:30 – 2:00)

Ukraine
Population
45 million





Belarus

Population

9 million







Japan
Population
127 million



STRATEGIC PLANNING

2013

ミッション

専門の知識・情報を通じて、
プラスチック製品製造業の経営
及び技術の問題解決に貢献する。



PLASTIC

社団法人西日本プラスチック製品工業協会

ゴール1 情報提供

<経営情報>

- S1 経営に役立つ講座
- S2 事業マッチング

<技術課題>

- S1 新技術・新素材等に関する講座

<最新情報>

- S1 技術情報
- S2 業界情報

ゴール2 人材育成

- S1 技能検定実技試験
- S2 後継者・経営幹部育成講習会
- S3 プラスチック成形実技講座
- S4 リーダースクール

ゴール3 会員交流

- S1 通常総会
- S2 会員懇談会等の企画

※S…Strategy；ゴールを達成
するための具体的な計画

facilitated by 日本 AMC



Robert Chams, CAE



Jordan
Population
6 million



CAE
arris, CAE



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Mark of "Best Practice" for Business Associations

In May 2006, the King Abdullah II Center for Excellence launched an award for business associations referred to as the "King Abdullah II Award for Excellence" for Business Associations. The Award consists of three stages: The first stage, which was launched at the same event, is the Mark of "Best Practice", the second is the "Seal of Excellence" and the last stage, which is the highest level of recognition for business associations in Jordan, is the "King Abdullah II Award for Excellence".

CAE
Center for Excellence



INVENTORY, ASSESS, IMPROVE

Introduction

Sustaining and maintaining a *focus on excellence* in a nonprofit organization administration, governance, strategy and systems. This is especially important in the nonprofit sector by the government, the media, consumers and stakeholders --- Sarbanes Oxley and the "Corporate and Auditing Accountability Act" of 2002 and Sarbanes Oxley or the "Corporate and Auditing Accountability Act" of 2002.

Use this checklist to *inventory, assess and improve* your organization.

Process

Work as a staff team to review the documents and systems; and assign tasks *without staff*, the officers can use the form to ensure that documents are up to date.

Format

The left column identifies important documents, manuals and systems and their purposes or rationale¹. The right column is for grading and making notes.

Document	Description
----------	-------------

Eight categories include:

- Governing and Legal Documents
- Strategic Direction
- Risk Management and Insurance
- Board and Committees, Leadership
- Administrative
- Membership
- Image, Branding
- Societal Relations

Grading Scale

Assign a grade to each document or system. Make notes in the column provided.

- A – Document exists and is in good condition and use.
- B – Document found and could use some improvement.
- C – Document is outdated or in poor condition; needs attention.
- D – Unknown, requires further study, research and action.
- N – Does not apply.

Results

As omissions are identified or items targeted for improvement, keep a record of them below par --- seek additional information or assistance from legal, accounting and insurance counsel, and local, state and federal assistance.

¹ Be sure to contact legal, accounting and insurance counsel, and local, state and federal assistance.

Document	Description	Grading Scale
Governing and Legal Documents		
Articles of Incorporation	Articles of incorporation are filed with the appropriate <i>state</i> agency to acquire legal standing and are needed to request exempt status from the IRS. Most states require an annual report. Failure to file may result in <i>involuntarily dissolution</i> . Some organizations refer to the Articles as a <i>Constitution</i> .	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
Bylaws	Bylaws describe how the organization will operate and its relationship to stakeholders or members. Amendments generally require approval of the membership. [Note: The IRS requires notice of amendments to governing documents with submission for Form 990.]	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
IRS Public Documents	<i>Public records</i> include the 1) IRS Letter of Determination, 2) Form 1023 and/or 1024 and 3) Form 990 Information Return for the past three years. Keep copies readily accessible. [Be sure to know if the parent <u>or</u> chapter is filing an annual IRS return or holds a <i>group exemption</i> .]	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
<ul style="list-style-type: none"> • Letter of Determination • Form 990 Return • Form 1024 Application (or 1023 for 501c3) 		
Sales Tax	A state Dept. of Revenue sales tax certificate may be required if the organization sells items such as books, shirts, directories, etc. Or a certificate of sales tax <i>exemption</i> may be required.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
Annual Business Meeting	Most states' corporate laws require proof of an annual business meeting.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
Charitable Solicitation	A majority of states require organizations to register if they are soliciting charitable funds from persons with whom no business relation exists.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
Occupational License	Check with local municipality officials to determine if an occupational license is needed for a not-for-profit organization.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
Strategic Direction		
Mission Statement	The mission statement is a well crafted, brief sentence, usually including three elements: identify 1) the organization, 2) its members, and 3) what it does for members. It should complement the IRS submitted "statement of purpose." Board and staff	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> N
The mission, vision and values statements help brand the organization		

Key Dates

- 1735 – Democracy in America
- 1776 – US Constitution
- 1850 – ADA, AMA, AIA, et al
- 1896 – No Remuneration
- 1913 – Exempt Status
- 1950 – UBIT
- 1997 – Volunteer Immunity + Public Rcds
- 2008 – Form 990

Handouts

BOARD ROLES & GOALS

for Associations - Chambers - Nonprofits

The Responsibilities of Volunteer Leaders

Setting Strategic Direction and Goals

Guide for effective Association, Chamber and Non-Profit governance

GOALS
BENCHMARKS

RCH CAE
Robert CHarris, CAE

BOARD RESPONSIBILITIES

Serving on the Board of Directors is a rewarding and important responsibility. This guide informs volunteer leaders of the unique aspects associated with governing a not-for-profit organization.

"The board governs ...
... the staff manages."

Leadership: Volunteer leaders are responsible for the direction of the organization. The board governs, develops policy and sets a course for the future. Maintain focus on the mission and strategic goals — avoid micro-managing the organization and staff. Functions (4):

- Governance
- Policy & Position Development
- Visionary — Future Focus
- Fiduciary

Management: Paid staff and contractors are responsible for the administration of the organization. Staff act as partners to the board, advancing the goals and strategies, while taking care of the daily administrative needs unique to nonprofit organizations.

Unique Terminology

Not-for-Profit refers to the legal corporate status of the organization. (It does not imply an exemption from paying or collecting state sales tax.) Nonprofit is the causal reference to Not-for-Profit.

Exempt Organization is a reference to the IRS designation exempting the organization from paying most federal income tax (with exception of UBIT - Unrelated Business Income Tax.)

IRS 501(c)(3) designation most often is referring to organizations with a religious, charitable, scientific or educational purpose.

IRS 501(c)(6) designation refers to trade associations, business leagues and professional societies.

RCH CAE
Robert CHarris, CAE

7-08 © RCH

Board Responsibilities

1. Determine and advance the organization's mission and purposes.
2. Select the chief paid executive (*not staff*) as well as CPA and attorney.
3. Support the chief executive and assess performance periodically — usually measured against the strategic plan.
4. Ensure effective organizational planning.
5. Ensure adequate resources (funds, time, volunteers, staff, technology, etc.)
6. Resource and financial oversight.
7. Determine, monitor and enhance programs and services.
8. Promote the organization's image.
9. Ensure legal and ethical integrity and maintain accountability.
10. Recruit and orient new board members, and assess board performance.

Adapted from The Responsibilities of Nonprofit Boards www.BoardSource.org

Scrutiny of Nonprofits

In response to corporate scandals, government has increased scrutiny of boards of directors. Sarbanes Oxley (SOX) was adopted in 2002. In 2008 the SOX requirements were applied to nonprofits. Boards are expected to maintain their accountability, independence and transparency while governing. Policy questions in IRS Form 990 include:

- Audit
- What
- Comp
- Docu
- Conf
- Publ

Insurance

State and federal protection to volunteer may organization insurance cover for volunteers

Types of Committees

Standing Committees are identified in the bylaws and serve the duration of the year.

Subcommittees divide work amongst subgroups.

Task Forces and Ad Hoc Committees are appointed for a specific purpose. The committee disbands after completing the assignment. Because volunteers have limited time, consider using task forces or **Quick Action Teams** (similar to task forces but even shorter duration.)

Councils, Think Tanks, Brain-Trusts, Strike-Forces and Special Interest Groups are other committee names. When created to engage persons with similar interests, such as practice specialty, geography or ethnicity.

Chairs and Liaisons

Every committee needs leader diag.

The chair should have the best understanding of the purpose of the committee and the immediate tasks. He or she sets the tone for achieving results and engaging volunteers. The chair should be able to communicate a clear vision and desired outcomes.

Directors and Officers (D&O) Liability may cover legal defense for employment, copyright, and suit/claim, for instance.

General Liability insurance covers property damages and injuries relating to the organization.

Fidelity Bond covers losses resulting from fraudulent or dishonest acts committed by an employee.

Meeting Cancellation covers the loss of revenue due to a cancellation, curtailment, postponement because of weather, strikes, etc.

(Contact legal and insurance counselors for assistance.)

Legal Principles

Duty of Care requires leaders to use reasonable care and good judgment in making their decisions on behalf of the interests of the organization.

Duty of Loyalty requires leaders to be faithful to the organization, avoiding conflicts of interest.

Duty of Obedience requires leaders to comply with governing documents (i.e. bylaws, articles of incorporation, policies, etc.)

Board Tools

Documents available to leaders (often in a

COMMITTEE RESPONSIBILITIES

Committees are an integral part of successful organizations. Their purposes include supplementing the work of the board and staff, engaging members and developing leaders. The *Committee Responsibilities* guide clarifies responsibilities, authority, recommendations, smart practices, trends and risk avoidance.

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Use a **vice-chair** or **co-chair** for sustainability. The position supports the chair and may become next year's leader.

Committee Liaisons serve as a resource and champion. A board liaison is the communication channel between the committee and board. The **staff liaison** is a link to management and resources.

Alignment in the Organization

Committees have a "fit" within the organization. Each has an explicit purpose often identified in the governing documents (bylaws, policies or committee purpose statements.)

Efforts of the committee should align with the organization's structure, strategic goals and resources. An org chart will depict hierarchy and the relationship to the board and staff.

Trends in Committee

- There are no "sacred cows" in the committee hierarchy?
- Elimination of standing committees in favor of task forces.
- Committees are all aligned with the organization's strategic goals.
- Technology use, on-line meetings and committee web portals.
- No silos. Committees should interface with other committees to collaborate.

Outcomes and Recommendations

Committees should produce results. For example, instance, creating new educational content, programs, publications, fund raising, a robust special interest section of subcommittees in the organization.

Most efforts by a committee will require approval by the board. **Recommendations** should be in the form of a motion or resolution. A request to the board should be explicitly clear so that directors understand and approve.

When setting committee goals, be realistic about what can be achieved. Break projects into monthly or quarterly steps.

Committee Resources

Resources like the form of time and money.

Finance — The annual budget may have allocations for committees.

Time — Consider the value of a committee meeting by multiplying the # of persons involved x the length of the meeting x \$50 hour wage/late (minimum).

Information — "Read to Lead." Know the mission, bylaws, policies, strategic plan, budget and organizational chart.

"Some committees have no minutes and waste ours!"

Board Motions

GUIDE TO MAKING A BOARD MOTION

Before making a motion, consider these factors:

Mission Statement - Does the motion fit within the purpose of the organization?

Rules and Procedure - Is it the right place in the agenda; and the motion is clear, properly stated and seconded?

Strategic Plan - What part of the strategic plan does the recommendation advance?

Culture - An organization has a culture or values developed over time, especially in a relation with a parent organization. Does the motion fit within the culture?

Governing Documents - A motion should not conflict with governing documents (bylaws, articles, policies.)

Resources - A new motion, program or project will require resources, including staff, volunteers, committees and money.

Liability - Does the motion create risk or conflict with laws?

Performance - How will the board monitor progress and success?

GUIDE TO MAKING A COMMITTEE RECOMMENDATION

Before making a committee recommendation to the board of directors, consider these factors:

Mission Statement - Does the recommendation fit within the purpose of the organization?

Strategic Plan - What part of the strategic plan does the recommendation advance?

Clarity - Will the recommendation and rationale be clear to the board for their consideration?

Committee Liaison - If the committee has a staff or board liaison, have they been consulted?

Governing Documents - Does the recommendation fit within the governing documents (bylaws, articles, policies?)

Resources - What resources (time, money, staff) will be required? Does the recommendation generate income?




Liability - Does the recommendation create risk or conflict with laws?

Performance - How will the recommendation be monitored for progress and success?

Committee Recommendations

Free

Nonprofitcenter.com

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Robert C. Harris, CAE

THE NONPROFIT CENTER: PROMOTING THE ASSOCIATION MANAGEMENT PROFESSION

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Welcome

Bob has 25+ years experience with **associations, chambers and other nonprofits**. His seminars are interactive, focused on core-knowledge and member needs. He utilizes case studies, trends and headlines board orientation, training, strategic planning, staff training and consulting. He is the author of Association Management 101 Online®; creator of the Association Self-Auditing Process® and co-author of "Building an Association Management Company."

He is known around the world for sharing best practices and promoting sustainability of associations and chambers.

"Your Association Efficiency Symposium was the most practical, idea generating, 'light a fire' meeting that I've been to in a long while".

"Based on your leadership program I'm excited to start my year as president.

"Your session is the most practical I have ever attended."

"Congratulations on being honored as an ASAE All-Star Award winner for professional development! Our association couldn't agree more with the selection.

You've made major differences in our association, and the ripple effect just keeps multiplying the benefits! It's nice to see that your commitment is recognized by your peers as well as your clients!"



"My philosophy is to promote the association management profession and share the tools of success."

Before Saying "Yes" to Serving on a Board

My friend was asked to join a board of directors. I could see that he was flattered and considering the invite. I don't think he knew what questions to ask about serving on a board. Here's a checklist *prospective board members* may want to consider.

Area of Consideration

Reason for Asking the Question

Organizational Purpose

- May I have a copy of the mission statement?
- Can you provide me with the strategic plan?

*Do I agree with the mission, vision, values and work of the organization?
Is there a roadmap for board and staff or will we wander from issue to issue?*

Finances

- What is the annual budget and what is set aside as savings?
- What are the major sources of revenue?
- Is there an audit of the funds?
- Does the board have access to a CPA?
- May I have a copy of the Information Return, IRS Form 990?
- If exempt from federal tax, what is the IRS designation?

*Does the organization have sufficient resources?
Are they dependent on grants or have diverse revenue sources?
Are funds accounted for and audited to protect against diversions?
If I have questions, can I rely on a financial professional?
The 990 provides details about the organization, all public record.
There are distinctions in foundations, trade associations, etc.*

Expectations

- How frequent, and long, are the meetings?
- How long is the term of office?
- Will there be an orientation of the board and access to information?
- Are there added expectations, such as serving on committees, raising funds or political activities?
- Is the board reimbursed for meeting attendance?

*How much time is expected from board volunteers?
Is this a 1, 2 or 3 year term? How many years do I want to contribute?
Will I have the information needed to be a good board member? How much will I have to read?
How much extra time will be required?
Will expenses come out of my pocket; can I afford this?*

ASSOCIATION
CHECKLIST

Cleared for Takeoff!

Flight Plan for the Strategic Plan
Bob Harris, CAE

The planning retreat has ended. Everyone was enthusiastic about the new direction and ideas. But as the planning team returns to their offices --- most forget their commitment to the new strategic plan.

This "checklist" is similar to an airline pilot's flight plan. Things have to be done in order and at the right times to be successful. For instance you can't load the passengers but forget to put the luggage in the cargo bins. Similarly you cannot create the plan and then forget to align committees or monitor its progress.

Use the flight plan and schedule to integrate the strategic plan.

Immediately After the Planning Retreat

- Circulate a **draft** of the plan within 10 to 14 days of their discussions and decisions. When the plan is circulated, encourage other good ideas that come to mind.
- Share the plan with **staff** to enlighten them about the retreat. This will reduce anxieties about what input.
- Present a **final draft** of the strategic plan at the next **board meeting** and have a **motion** approved as the official guide for the organization's board.

After the strategic planning retreat the organization is "cleared for takeoff." Follow these ideas to successfully implement the new plan.

At Three Months

The plan should be integrated into the organization. It will have an impact on nearly every aspect.

- Align the plan with the **budget**. The budget is not the driver of the organization, but the reverse. The strategic plan should both generate and expend funds through programs and projects.
- Under each goal the **committees** should be aligned. A strategic goal without a committee or champion is likely to fail. Be sure committees have a copy of the strategic plan in their folder so they are always working to advance the strategies and goals.
- The **staff** or departments will want take "ownership" of elements of the strategic plan.
- A **business plan** is a tool to set tactics and metrics related to the strategic plan. It will identify specifics, deadlines and persons or committees

Whose Role is It?

Who is Responsible?	Chief Elected Officer	Board of Directors	Exec. Director-Staff	Committee
1. Create a strategic plan.		✓		
2. Approve the annual budget.		✓		
3. Hire and evaluate staff other than the executive dir.			✓	
4. Assess performance of the board of directors.		✓		
5. Promote board accountability.	✓			
6. Assess the performance of the executive director.		✓		✓
7. Review IRS Form 990.	✓	✓	✓	✓
8. Establish organization policies.		✓		✓
9. Set the agenda for the board meetings.	✓		✓	
10. Monitor income and expenses on a daily basis.			✓	
11. Approve selection of the auditor/CPA.		✓		
12. Develop (review) programs or services.				✓
13. Revise/update the mission statement.				
14. Exercise fiduciary oversight of the organization.				
15. Identify, recruit and select new board members.				
16. Create a business plan of action.				
17. Daily management of the organization.				
18. Create resolutions and positions.				
19. Document administrative procedures.				
20. Renew insurance coverages.				

Assoc Policies

Tool Kit Policy Management

Policies serve many purposes in an association. They represent the wisdom of the board of directors in interpreting the governing documents and identifying the best methods to advance and protect the organization.

Contents

- The Purpose of Policies 3
- Definitions 3
- Policies are NOT Procedures 4
- Precautions 4
- Policy Development..... 5
- IRS Policies 6
- Errors in Policy Adoption 7
- Creating a Policy Manual 7
 - From Minutes 7
 - From Bylaws 8
- Policy Management..... 8
- Common Policies 9
- Appendix 10
 - Antitrust Avoidance 10
 - Savings Reserve 10
 - Insurance Coverages 10
 - Financial Audit 10



Challenges: Boards, Committees, Plans and Policies



Ten Challenges with Boards

	The Challenges	Solutions
1.	<i>Directors don't understand their responsibilities.</i>	Deliver an effective board orientation; provide access to a leadership manual or password protected board portal.
2.	<i>The board simply isn't engaged.</i>	When directors lose attention, be sure the work, agendas and discussions focus on the mission and goals. The strategic direction should be clear and compelling to engage volunteers.
3.	<i>Some directors don't show up, repeatedly missing meetings.</i>	Follow the bylaws and promote fiduciary responsibility, especially duty of care. Directors attend officially called meetings to fulfill their roles.
4.	<i>The board prefers to manage, not govern.</i>	The purpose of a board is governance according to corporate law. Management is a duty of the staff.
5.	<i>Fiduciary duties are not understood by the board.</i>	The fiduciary duties include care, obedience and loyalty. Directors should understand their implications.
6.	<i>Lacking financial understanding.</i>	If directors don't have an understanding of finances, reports and audits, bring in a CPA or trainer. Protecting the resources is a board duty.
7.	<i>Some board members have personal agendas.</i>	Directors should be working to advance the mission and the strategic plan. It's not about the personal agenda of officers or directors. Require disclosure of conflicts of interest.
8.	<i>We have the same directors we had ten years ago!</i>	Organizations enact term limits to bring on new directors; limiting the number of years or terms.
9.	<i>Some directors are never prepared.</i>	Stress the importance of "read to lead." Directors should prepare for meetings and ask questions in advance (duty of care/due diligence.)
10.	<i>We have directors who seem to be incompetent in their board service.</i>	Selection of directors should be based on competency --- being gray who know who, or being "out of the room" when directors were supposed to be there. Provide training, information and resources. Identify the desired core competencies for the board before the nominating process.

NEW



Ten Reasons Strategic Plans Fail

	The Challenges	Solutions
1.	<i>The board can't think past a year or two.</i>	Most strategic plans span at least 3 years. Directors have responsibility to "think beyond their term of office."
2.	<i>We have a host of to-do projects in our strategic plan.</i>	The plan should focus on the organization's mission, goals and strategies. It is not a to-do list. The board sets direction and then lets committees and staff/departments manage the tasks, programs and projects.
3.	<i>Maybe we had the wrong people at the planning retreat.</i>	It is the board's responsibility to develop the strategic plan. Inviting ex-officio guests, other stakeholders and a host of past presidents will slow the process. Use focus groups to collect input from outsiders, before the retreat.
4.	<i>The plan looks like a list of the directors' and officers' priorities.</i>	Most strategic plans have just 3 to 7 goals. The fewer the number of goals, the clearer the message to stakeholders.
5.	<i>We couldn't tell the difference between tactics and strategies.</i>	The terminology of planning is critical. The retreat should focus on mission, goals and strategies; adding performance measures when appropriate. Leave tactics to committees.
6.	<i>We've been developing our plan for several months.</i>	A drawn-out process can hinder development of a clear, concise plan. Most organizations schedule an 8 hour retreat conducted in one day or two half-days.
7.	<i>After the retreat the plan was ignored and put on a shelf.</i>	There are ways to ensure the plan is executed, including keeping it on the agenda and regularly reporting on progress.
8.	<i>The board wrote a plan but committees are doing their own thing.</i>	Committees should be assigned tasks from the strategic plan. Be sure every goal is supported by one or more committees.
9.	<i>I think our facilitator had his own agenda at the retreat; we didn't accomplish much.</i>	There is a broad choice of facilitators; it's important to discuss the outcomes and agree on an agenda that the board will appreciate.
10.	<i>We didn't finish the plan.</i>	Some boards get stuck on the mission; running out of time for setting goals and strategies; others get mired in tactical or side bar conversations.



Conduct a Governance Review

Bob Harris, CAE

bob@rchcae.com

Environmental changes (technology, economy, generations, etc.), or subpar performance, are catalysts for reforming governance. Organizations founded 20, 50 or 100 years ago usually benefit from change. If elements of governance are status quo (same size board, same committees, same bylaws) it may be time for a comprehensive governance review.

Existing Governance	➔	Improved Governance
<p>Committees</p> <p>Too many, minimal understanding of their work for the board, not aligned with the goals in the strategic plan.</p>	➔	<ul style="list-style-type: none"> Few standing committees and more task forces and quick action teams (QATs). Clear alignment with elements of the strategic plan. Thorough orientation and guidance. Board and/or staff liaison. Producing significant outcomes each year.
<p>Governing Documents</p> <p>Bylaws cluttered with policies, board unaware of distinction of importance of articles, bylaws, policies. Policy manual outdated or overloaded.</p>	➔	<ul style="list-style-type: none"> Bylaws reviewed Policies adopted by board. Governing documents clear orientation.
<p>Board Meetings</p> <p>Frequent meetings full of UPDATES by committees and officers; minimal awareness of the strategic plan. Minutes reflect slow progress or no results at a meeting ("why did we hold that meeting?")</p>	➔	<ul style="list-style-type: none"> Agenda format Meeting held on time Mission and strategy Rules of conduct Knowledge based Use of a consensus
<p>Professional Staff</p> <p>Staff told what to do, micromanaged by directors. Minimal investment in professional development in budget.</p>	➔	<ul style="list-style-type: none"> Empowerment decisions. Sufficient resources Avoidance of micromanagement
<p>Strategic Plan</p>	➔	<ul style="list-style-type: none"> Fewer goals to focus on Spanning 3 to 5 years

Existing Governance	➔	Improved Governance
<p>Existing Governance</p> <p>Developed at a retreat focused on game and golf. 10–50 page report and shelved to collect dust. Not a guide for committees, board and staff. No alignment with resources and industry needs.</p>	➔	<ul style="list-style-type: none"> Member and community awareness of the plan. Plan guides all the discussions of the leadership and committees. Reviewed annually and updated about every 3 years. Closely aligned with the budget.
<p>Mission, Vision and Values (brand)</p> <p>Too long or redundant mission and vision statements; not a guide for the board; hard to memorize and articulate; old fashioned.</p>	➔	<ul style="list-style-type: none"> Updated to reflect an innovative organization. Promoted frequently and on every agenda. Directors rely on it to communicate the purpose, vision and values. Mission may be combined with vision to reduce "clutter."
<p>Board of Directors</p> <p>Appointed by chapters or geographic regions and mistakenly thinking they are working for the chapter; minimal orientation and access to information; lack of accountability enforced; too large.</p>	➔	<ul style="list-style-type: none"> Reduce board size to reach the number of directors who will effectively govern the corporation. Highly effective orientation and access to documents. Reliance on a strategic plan (roadmap). Accountability enforced by the officers. Cultural expectations described at the start (director "ground rules.") Fiduciary duties understood. Balance between authority of the executive committee and the board. Minimal ex-officios and past presidents (if any.) No "alternates" or "proxies."
<p>Executive Committee</p> <p>Usurps role of the board by meeting and then dictating expectation; closed door sessions.</p>	➔	<ul style="list-style-type: none"> Appropriate composition of officers. Authorized by the bylaws and limited by policy. Respectful and open to the board of directors.
<p>Nominations</p> <p>Group throws names in a hat; minimal focus on identify competent directors and vetting them for skillsets and commitment.</p>	➔	<ul style="list-style-type: none"> Nominating Committee transformed to a Board Development Committee with year round duties; including: Year round volunteer leadership identification. Assist with annual board orientation. Assist with annual board self-evaluation. Highly effective vetting process.



Board
Smart
Practices

Multi-purpose sign in sheet to record attendance, promote the mission statement, and increase awareness of antitrust, conflicts and confidentiality. (Sample for adaptation.)

Meeting Sign-In Sheet

Meeting Date _____ Location _____

ATTENDEES SIGNATURES REQUIRED

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

ANTITRUST AVOIDANCE

Meeting attendees are reminded that state and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations, and that no such exchange or discussion will be tolerated during this meeting. These guidelines apply not only to the formal meeting sessions, but to informal discussions during breaks, meals or social gatherings.

CONFLICTS OF INTEREST

There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the chief elected officer.

CONFIDENTIALITY

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize that the chief elected officer is the spokesperson for the board unless otherwise specifically indicated.

MISSION STATEMENT

The mission of the organization is to advance and protect.....[insert your mission statement.]






5 clauses

Director Commitment

1. Read and uphold the governing documents.
2. Work to advance the mission; serve the members.
3. Respect confidentiality of discussions and documents.
4. Disclose conflicts of interest.
5. Avoid antitrust violations.

UPPO Alignment of Revenue, Committees and Staff with 5 Strategic Goals *(draft Bob Harris 3-17-14)*

Mission: The premier resource for unclaimed property information, education, networking and advocacy for the private sector.

	Member Value	Advocacy Gov't. Relations	Industry Awareness	Professional Development	UPPO Leadership Resources
Goal	Maximize the value of membership through service and engagement.	Advance principles of fairness and consistency in the development of UP laws and regulation.	Promote awareness of UP issues and the profession.	Develop and deliver premier industry knowledge.	Foster a vibrant community and structure.
Income Alignment (\$583,196) IRS Form 990-2011	Dues – \$154,000 26%	-N/A	-N/A	Conference - \$412,729 Webinar – \$10,495 72%	Advert - \$5,682 -1%
Committees 	<ul style="list-style-type: none"> Member Service 	<ul style="list-style-type: none"> Gov't. Relations 		<ul style="list-style-type: none"> A Development e-Learning Ethics Members as Mentors Scholarship 	<ul style="list-style-type: none"> Bylaws Finance Leadership Nominating
Staff 	Exec. Director Deputy Director Membership/ Mktg.	Exec. Director Deputy Director	Exec. Director Deputy Director Membership/Mktg.	Exec. Director Deputy Director	Exec. Director Deputy Director Assoc. Mgr.
Performance Measures					
Subsidiaries (Svc Corp; PAC; Fdn)					

Board Agenda

Welcome, Agenda Review, Conflicts of Interest, Antitrust

Approval of Minutes

Acceptance of Financial Report

Consent Agenda¹

Strategic Plan Goals

- Education and Training
- Advocacy and Gov't Relations
- Public Awareness and Marketing
- Association Excellence-
Infrastructure

Committee Reports and Actions

Conference Planning Committee
Webinars Task Force

Government Relations

Public Outreach Task Force
Website Update Task Force
Executive Director Report
Nominations
Finance

Mega Issue!

Unfinished Business

-
-

New Business

-
-

Adjournment

MISSION

"....to advance and protect the profession and consumers through education, advocacy and public awareness....."

¹ Reports are distributed 10 days in advance for Directors' review or available on the Board's portal.

Mission

To protect, educate
and promote
Florida's hospitality
industry

Vision

The most powerful
and progressive
voice for advancing
Florida



Protect • Educate • Promote

Goals



- **Advocacy** – The united voice protecting and advancing the hospitality industry.
- **Education** – Providing the full spectrum of education and training to enhance compliance and best practices.
- **Industry Image** – Promoting the impact and importance of the hospitality industry.
- **Membership** – Delivering benefits and services that support growth and retention.
- **Dynamic Trade Association** – Positioned as the leading trade association for the industry.

Values

- **Integrity** – Representing the industry with one voice.
- **Leadership** – Responsive, innovative and collaborative to benefit industry.
- **Community Cornerstone** – A vital element in every community.
- **Entrepreneurship** – Supporting the right to do business profitably.
- **Consumer Safety** – Delivering best practices to safeguard consumers.

Protect • Educate • Promote



**THE trusted resource for school
business and operations.**

Objectives

Customer Satisfaction and Service

Providing benefits and services to the network of members in school business and operations.

Knowledge and Resource Center

Delivering relevant services to enhance members' knowledge to help them excel in job performance with efficiency and effectiveness.

Public Awareness

Enhancing awareness of the value of business and operations roles as an integral part of public education.

The Model Association

Maintaining a model association to serve the profession and membership.

ASBO, 2338 South Congress, Austin, TX 78704 * (512) 462-1711 OR 1-800-338-6551, Fax (512) 462-7274 OR (512) 462-0782

Values

- Supporting student needs.
- Focusing on members first.
- Maintaining ethics, integrity and accountability.
- Leading and managing with innovation and transparency.
- Collaborating with education partners.



ONE VOICE

ONE VOICE

Board of Directors Meeting RECAP

January 27, 2012

National Initiative – The board reviewed the proposal by national on certification and agreed to support the effort but to withhold financial investment until a survey of members is complete. For more information, contact national education and research department.

Membership – Another milestone has been met with membership reaching 700. We appreciate the efforts of the chapters, volunteers and membership committee. Reminder – the goal by 2015 is 1,000 members. Be sure to check out the new workers compensation program.

Annual Conference – Based on member input, the board voted to reduce the conference by one day. Thus, members should plan to travel on Tuesday and stay through Friday. Registration information is now on the website for complete details. Members are reminded to make travel reservations well in advance because of the sports event the same week in the city.

Senate Bill 2002 – We continue to work with the sponsors and assigned committees to ensure our interests are considered. There is NO call for any grassroots involvement until we analyze the impact of the proposal. A position paper will be on line for more information on Feb 1st. Questions should be directed to our lobbying team or the GR Committee.

Embargoed Announcement – The decision not to renew the office lease was unanimous. Larger space with a conference room is being sought closer to the Capitol. We expect to be in the new space by this summer. We will inform the members directly through change of address post cards and a website announcement.

Dates to Announce

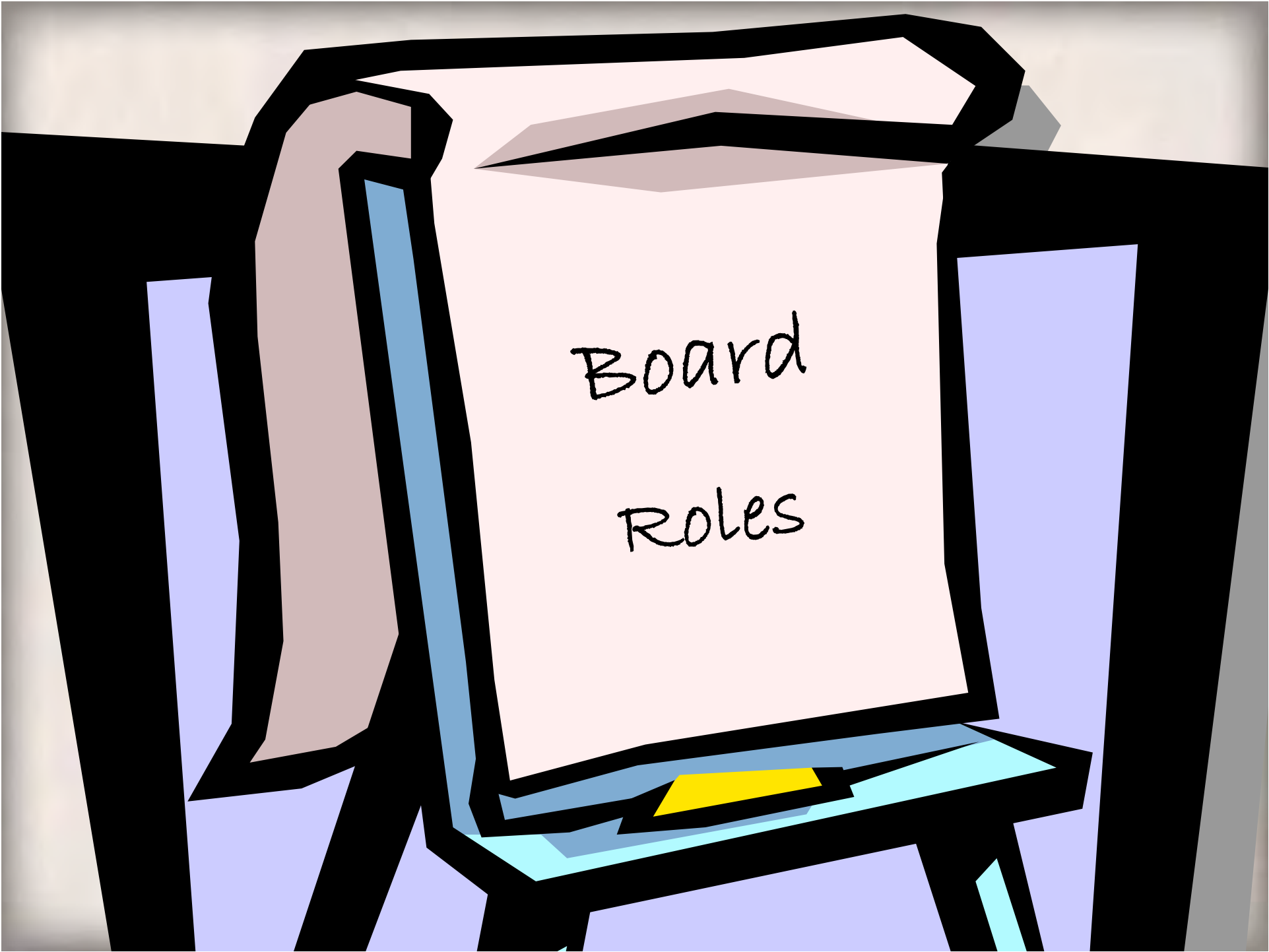
Convention – xxxx 2012 (Registration discount end xxxx xxx.)

Next Board Meeting – sxxxx 2012 in Kansas City.

Deadline for Education Submission – xxx ssss 2013

One Voice Sample Memo 11-11





Board
Roles

A stylized illustration of a whiteboard on a stand. The whiteboard is white with the words "Board" and "Roles" written in a black, handwritten font. The stand is black with a light blue base. A yellow highlighter is visible on the base of the stand. The background is a light purple color.

Welcome to the Board!

We Protect You....

- Incorporated
- D & O
- Indemnification
- Volunteer Immunity

Before Saying "Yes" to Serv

My friend was asked to join a board of directors. I d considering the invite. I don't think he knew what qu board. Here's a checklist *prospective board memb*

Area of Consideration

Reas

Organizational Purpose

- May I have a copy of the mission statement?
- Can you provide me with the strategic plan?

Finances

- What is the annual budget and what is set aside is savings?
- What are the major sources of revenue?
- Is there an audit of the funds?
- Does the board have access to a CPA?
- May I have a copy of the Information Return, IRS Form 990?
- If exempt from federal tax, what is the IRS designation?

Expectations

- How frequent, and long, are the meetings?
- How long is the term of office?
- Will there be an orientation of the board and access to information?
- Are there added expectations, such as serving on committees, raising funds or political activities?
- Is the board reimbursed for meeting attendance?

Risk

- Is the board covered by Directors and Officers Liability Insurance?
- Do the bylaws have an indemnification clause?
- Is the organization incorporated?
- Does the board have access to an attorney?

Compliance

- Is the board required to disclose conflicts of interest?
- Are there policies established to guide the board in decision making?
- How does the organization avoid any potential violation of antitrust laws?

Technology

- Are meetings held in person or by conference calls and other means?
- Is there a board portal to access information and documents?
- Is technology and social media used to enhance communication?

Board Challenges

1. Board Size (*too large, too small?*)
2. Micromanagement vs Governance
3. Lacking Financial Understanding
4. Director Loyalty - Conflicts
5. Missed Meetings – Absent
6. Committees (*work for the board*)
7. Competencies, Engaged, Leading

Read to Lead



Mission

(Purpose for existence)



Articles of Incorporation

(Relationship to state gov't.)



Bylaws

(Relationship to members)



Policies

(interpretation of the governing documents)



Strategic Plan

(roadmap for the organization)



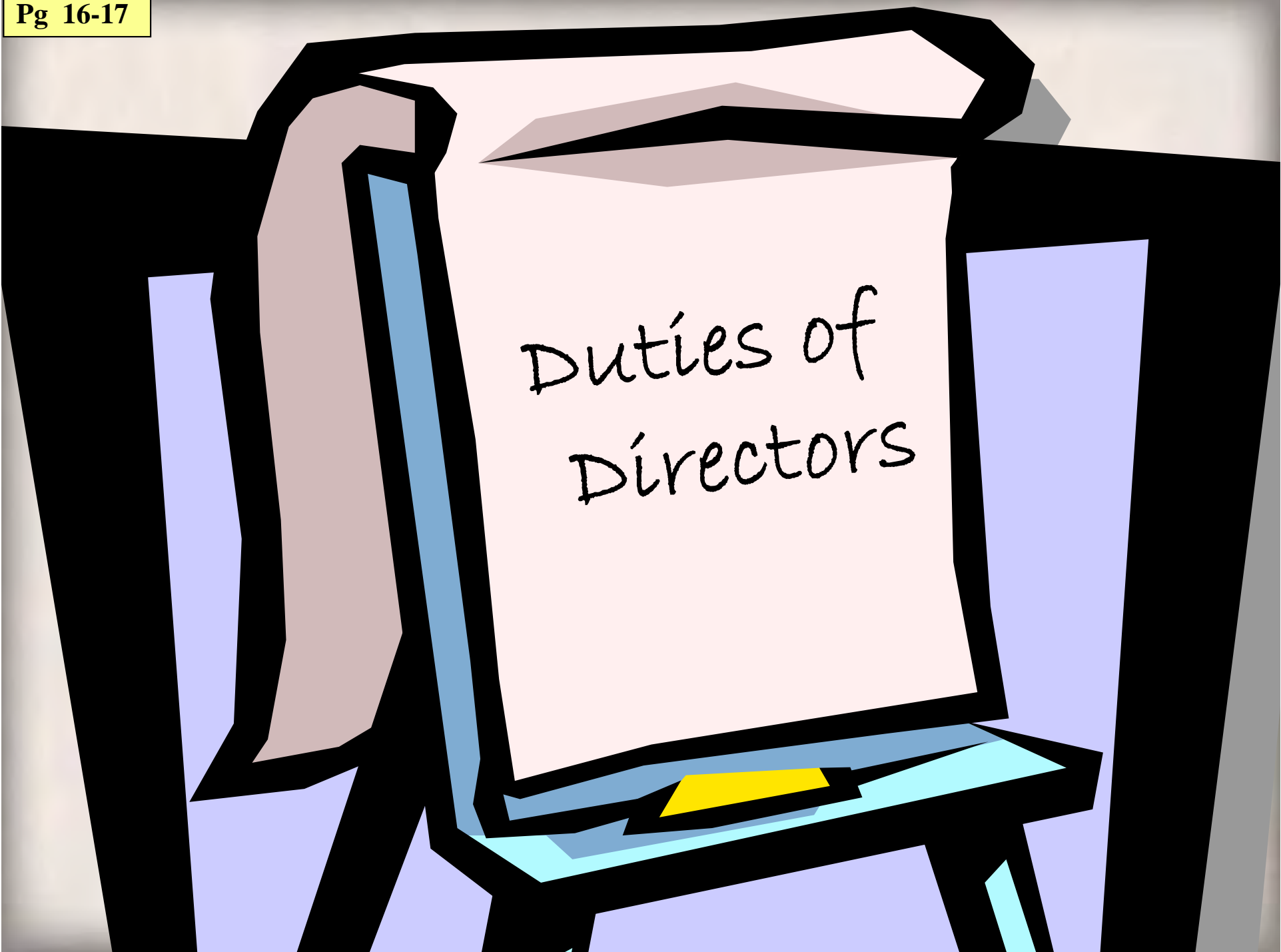
Annual Budget

Purpose of a Board

Governance	<ul style="list-style-type: none">• Authority• Governing Documents• Culture/Precedents
Policy and Position Development	<ul style="list-style-type: none">• Wisdom of the Board• Internal & External
Strategic Direction	<ul style="list-style-type: none">• 3 – 5 Road Map• Clear Mission
Fiduciary Duties	<ul style="list-style-type: none">• Derived from Latin word – TRUST• Duties (3)

Fiduciary Duties





Duties of
Directors

BOARD RESPONSIBILITIES

Serving on the Board of Directors is a rewarding and important responsibility. This guide informs volunteer leaders of the unique aspects associated with governing a not-for-profit organization.

*"The board governs ...
... the staff manages."*

Leadership: Volunteer leaders are responsible for the direction of the organization. The board governs, develops policy and sets a course for the future. Maintain focus on the mission and strategic goals --- avoid micro-managing the organization and staff. Functions (4):

- Governance
- Policy & Position Development
- Visionary - Future Focus
- Fiduciary

Management: Paid staff and contractors are responsible for the administration of the organization. Staff act as partners to the board, advancing the goals and strategies, while taking care of the daily administrative needs unique to nonprofit organizations.

Unique Terminology

Not-for-Profit refers to the legal corporate status of the organization. (It does not imply an exemption from paying or collecting *state sales tax*.) **Nonprofit** is the casual reference to Not-for-Profit

Exempt Organization is a reference to the IRS designation exempting the organization from paying most federal income tax (with exception of **UBIT - Unrelated Business Income Tax**.)

IRS 501(c)(3) designation most often is referring to organizations with a religious, charitable, scientific or educational purpose.

IRS 501(c)(6) designation refers to trade associations, business leagues and professional societies.



7-09 © RCH

Board Responsibilities

1. Determine and advance the organization's mission and purposes.
2. Select the chief paid executive (*not staff*) as well as CPA and attorney.
3. Support the chief executive and assess performance periodically - usually measured against the strategic plan.
4. Ensure effective organizational planning.
5. Ensure adequate resources (funds, time, volunteers, staff, technology, etc.)
6. Resource and financial oversight.
7. Determine, monitor and enhance programs and services.
8. Promote the organization's image.
9. Ensure legal and ethical integrity and maintain accountability.
10. Recruit and orient new board members, and assess board performance.

(Adapted from Ten Responsibilities of Nonprofit Boards www.BoardSource.org)

Scrutiny of Nonprofits

In response to corporate scandals, government has increased scrutiny of boards of directors. Sarbanes Oxley (SOX) was adopted in 2002. In 2008 the SOX requirements were applied to nonprofits. Boards are expected to maintain their accountability, independence and transparency while governing. Policy questions in IRS Form 990 include:

- Audit and Audit Committee
- Whistleblower
- Compensation
- Document Destruction
- Conflict of Interest
- Public Records

Insurance and Volunteer Immunity

State and federal governments afford certain protection to volunteer leaders. While the volunteer may have some protection, the organization is still open for legal suits. Insurance coverages add further protection for volunteers and organization.

Directors and Officers (D&O) Liability may cover legal defense for employment, copyright, and antitrust claims, for instance.

General Liability insurance covers property damages and injuries relating to the organization.

Fidelity Bond covers losses resulting from fraudulent or dishonest acts committed by an employee.

Meeting Cancellation covers the loss of revenue due to a cancellation, curtailment, postponement because of weather, strikes, etc.

(Contact legal and insurance counselors for assistance.)

Legal Principles

Duty of Care requires leaders to use reasonable care and good judgement in making their decisions on behalf of the interests of the organization.

Duty of Loyalty requires leaders to be faithful to the organization, avoiding conflicts of interest.

Duty of Obedience requires leaders to comply with governing documents (i.e. bylaws, articles of incorporation, policies, etc.)

Board Tools

Documents available to leaders (often in a *Leadership Manual*)

- Statement of Purpose (Mission)
- Articles of Incorporation
- Bylaws
- Policy Manual
- Strategic Plan
- Financial Statement - Budget
- Meeting Minutes
- Organizational Charts
- IRS Forms
- Frequently Asked Questions

Treat all information with *confidentiality*.

#1 lie --- "You won't have to do anything when you get on the board!"

Rules of Order

Agenda ensures that important business is covered and discussions are on topic.

Motions are proposals for action, beginning with, "I move we....."

A **Second** is required for the motion to be discussed.

Amendments may be made to most motions if they improve the intent or clarify the original motion.

Tabling lays the motion aside.

Calling the Question refers to ending the discussion and voting on the motion.

Voting is the official action after discussion to adopt, amend, kill or table the motion.

Minutes protect the organization by recording the time and location of the meeting, participants, and the outcome of the motions. They are not a place to record conversations, assignments, reports, etc. (Including reports and discussions can incriminate.)

Quorum is number of directors required to conduct business.

Recommended: *"ABC's of Parliamentary Procedure"* 800-477-4776

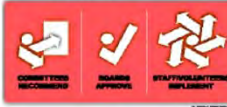
Committees

"Committees recommend & board approves & staff and volunteers implement."

Organizations are streamlining - eliminating all but essential committees and aligning committee work with strategic goals.

Standing - identified in the bylaws, appointed annually, on-going committee work.

Ad Hoc - formed for specific or immediate needs and disbanded upon completion of work (a.k.a. Task Force)



High Performing Boards

"Mission Driven - Member Focused"

- *Accountable* and follow through for your commitments.
- Uphold *governing documents* and expectations.
- *Determine to be successful* - ENVISION success.
- Work as a *team* - no individual has an agenda more important than the whole.
- *Value and build relationships* and *respect diversity*.
- Focus on *outcomes* and the impact the organization can have.

Common Sense

- a) Prepare for meetings; read, read, read!
- b) Respect the chairperson, agenda and rules of order.
- c) Bring a calendar, start and end on time.
- d) Know the mission and goals.
- e) Listen more than you speak.
- f) Check personal and political agendas at the door.
- g) Respect confidentiality.
- h) You don't speak for the organization without authority.
- i) Support the board; don't bad-mouth any action or person. (Dissenting votes may be noted in the minutes - not outside the meeting.)

Strategic Planning

A strategic plan focuses the board on mission and goals for 3 to 5 years. It serves as a roadmap. *Great board members can think beyond their term of office and outside their area of expertise.*

Environmental Scan - review of external and internal influences on the organization, as well as strengths, weaknesses, opportunities and threats (*SWOT*).

Mission - statement about what the organization is; whom it serves, and the services it provides; short with PR value.

Vision - inspiring, long-term desired outcome; image of success.

Values - guiding principles of board and staff.

Goals - broad competencies to advance the mission. Usually just 3 to 7 so as not to exhaust resources, volunteers, staff.

Strategies - advance the goals; creative efforts to achieve the mission and serve stakeholders/members.

Action Steps - fit within the strategies; the actions, assignments, deadlines, etc. AKA annual "operating plan" or "business plan."

Plan Champion - the person (staff and/or volunteer) who keeps focus on the plan.

Risk Management

Protect the organization. Be aware of fiduciary responsibility, contracts, audit results, insurance, IRS requirements, laws and ethics, apparent authority, antitrust, etc.

Public Records requests for the organization's annual federal tax return (Form 990, 990-EZ) must be made available for the last three years. Significant fines occur for noncompliance.

Antitrust Violations occur when two or more persons from the same industry or profession discuss suppliers, processes, prices or operations. Remove yourself from any conversation that would change how business is conducted because of an agreement among competitors.

Apparent Authority arises when a board chair, though not granting actual authority, permits a committee or chapter to behave as if it had authority. Authority rests with the chairman and may not be assumed by others.

Financial Audits annually to protect board and staff, relying on an audit committee to select, oversee and report on the process.

Conflicts of Interest disclosed at the start of the term and throughout the year.

Board Responsibilities - Laminated \$12 ea. or \$9 ea. for 3 or more + s/h
Order by e-mail rob@rchcae.com
Phone 850-570-6000
www.nonprofitcenter.com
335 Beard St., Tallahassee, FL 32303

Publications and Seminars
Association Self-Auditing Process - \$39
Building an Association Mgmt. Co. - \$39
How to Write a Policy Manual - \$39
The Perfect Board by Cal Clemons - \$17

- Strategic Planning
- Board Development, Orientation
- Operational Audits, Systems
- Best Practices, Mgmt. Seminars

Bob Harris, CAE 7-09 © RCH



BOARD RESPONSIBILITIES

1. Promote the Mission

- ✓ Purpose of Existence
- ✓ Frames all work/programs.
- ✓ Update periodically
- ✓ Mission, Vision, Values

Vision
Mission
& Values

Mission – Who we are, who we serve, what we offer.

3
statements

Values – Principles of board and staff.

Vision – Future picture of the association; envisioned success; aim

Mission Statement:

To serve the interests of member businesses while providing community leadership to ensure the economic advancement of the Metro South region.

Vision Statement:

To be the primary organization that business people throughout the Metro South region join to meet their business development, information, training, government affairs and community improvement needs.



Mission

The Massachusetts Forest Alliance will promote the adoption and understanding of policies that support a strong, sustainable forest economy, responsible forest management practices, and the continuation of working forests on public and private lands.

Vision

Our vision is a Massachusetts where:

- a strong forest economy is widely regarded as a vital component of social, economic, and environmental well-being
- forest management is recognized as a responsible and desirable approach to resource conservation
- native forest products are an integral part of the 'Buy Local' movement
- the legal and regulatory environment sustains forest land ownership and encourages the forest products economy to thrive
- landowners and the forest products industry participate in all phases of decisions about the state's public and private forest resources

MISSION STATEMENT

For our Members, we promise to:

Provide you with the Resources and Information you need, Offer ample Professional Development and

Create opportunities for you to belong to a

Networking Community...

Connect.Grow.Thrive. with NEHRA!

Mission Statement

THE MISSION OF THE NORTHEAST HUMAN RESOURCES ASSOCIATION IS TO LEAD, ADVANCE AND INFLUENCE THE MANAGEMENT OF HUMAN RESOURCES AND ITS IMPACT ON ORGANIZATIONAL SUCCESS

1 Summary

1 Briefly describe the organization's mission or most significant activities

TO LEAD, ADVANCE AND INFLUENCE THE MANAGEMENT OF HUMAN RESOURCES AND ITS IMPACT ON ORGANIZATIONAL SUCCESS



Mission

Associated Builders and Contractors of Massachusetts believes that the common good is best served by an open and competitive marketplace; that every company, regardless of its affiliations, has the right to compete free of coercion by any group or organization; and that every person must have the opportunity and right to work. Toward this end, ABC's mission is to foster an environment that ensures our members and their employees the ability to grow and prosper.

Check if Schedule O contains a response to any question in this Part III

1 Briefly describe the organization's mission: **NONE**

Name of the organization	ASSOCIATED BUILDERS & CONTRACTORS, INC. MASSACHUSETTS CHAPTER	Employer identification number 04-2446474
--------------------------	--	--

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

PROSPER.

BOARD RESPONSIBILITIES

2. Partner with the Exec Dir.

- ✓ Board – Staff team
- ✓ Avoid interfering with Exec Dir. relationship.-*lines of authority.*
- ✓ Org Chart ?

The Partnership



IRS Definition

Board of Directors

Group of persons authorized to make **governance decisions on behalf of the organization and its members.**

Exec. Dir.

The person who has ultimate responsibility for **implementing the decisions of the governing body.**

BOARD RESPONSIBILITIES

3. Monitor Performance

- Budget Performance
- Exec Dir. - Administrator Performance
- Board Self Evaluation*

- Confidential
- Self Evaluation
- Internal Discussion
- 6 months into term, or end of term

BOARD EVALUATION

Board evaluation is an approach to improving *governance* --- with the intent to maintain a high performing board. The chief elected officer (not staff) leads the process. Input will be treated with confidence.

Indicate your understanding of and offer recommendations for these governance aspects.	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Not Sure N/A
Mission and Strategic Direction					
1. Board efforts advance the mission, vision, values and goals.					
2. The strategic plan portrays an image of the organization in 3, 5 or 10 years.					
3. Meetings and agendas are organized to achieve the mission and goals (and avoid operating matters.)					
Comments:					
Governing Documents					
4. Board understands and upholds all governing documents.					
5. Policies are adopted and followed to guide current and future leaders.					
Comments:					
Leadership, Succession and Transparency¹					
6. Board selection process is transparent and ensures leadership succession.					
7. Board orientation and self-assessment is sufficient.					
8. New ideas and people are respected.					
Comments:					
Budgeting, Finances and Infrastructure					
9. Board adopts annual budget and is engaged in monitoring finances.					
10. Reserves/savings and investment strategies are appropriate.					
11. Financial reports are clear, accurate and timely.					
12. Annual audit and auditor's recommendations are reviewed.					

CEO Performance Evaluation

XYZ Executive Director Evaluation Open-Ended Questions

Please answer the questions below as completely as possible. Use examples if available to demonstrate specific points. Return the form to the president. Use additional paper if needed.

1. What are the three major strengths of the XYZ executive director?

2. What are some limitations in the XYZ executive director's performance?

3. What have been the most significant achievements of the XYZ executive director over the past year?

4. What external factors have influenced the executive director's performance?

5. In the past year, what difficult issues have faced XYZ, and how did the executive director bring them to resolution?

CEO Individual Evaluation

Name of Evaluator: _____ Date: _____

Rating Scale

- | | |
|-----------------------------|--|
| 1 = <u>Unsatisfactory</u> : | Performance is clearly below the acceptable level. |
| 2 = <u>Marginal</u> : | Job performance meets minimum job requirements, but significant improvement is needed. |
| 3 = <u>Competent</u> : | The CEO's performance fully meets the job requirements. |
| 4 = <u>Commendable</u> : | The CEO's performance exceeds job requirements. |

I ADMINISTRATIVE SKILLS

- | | | | | | |
|-----|--|---|---|---|---|
| (a) | The CEO adequately prepares the board of directors by developing appropriate agendas with adequate discussion time and providing accompanying support material well in advance of the meeting. | 1 | 2 | 3 | 4 |
| (b) | The CEO assists the board by helping formulate policy and setting direction for the association. | 1 | 2 | 3 | 4 |
| (c) | The CEO ensures board approved association policies are implemented. | 1 | 2 | 3 | 4 |
| (d) | The CEO completes work assignments capably in a timely and efficient manner with minimum supervision by the president or board. | 1 | 2 | 3 | 4 |
| (e) | The CEO competently oversees the staff, and provides a positive environment conducive to good morale. | 1 | 2 | 3 | 4 |

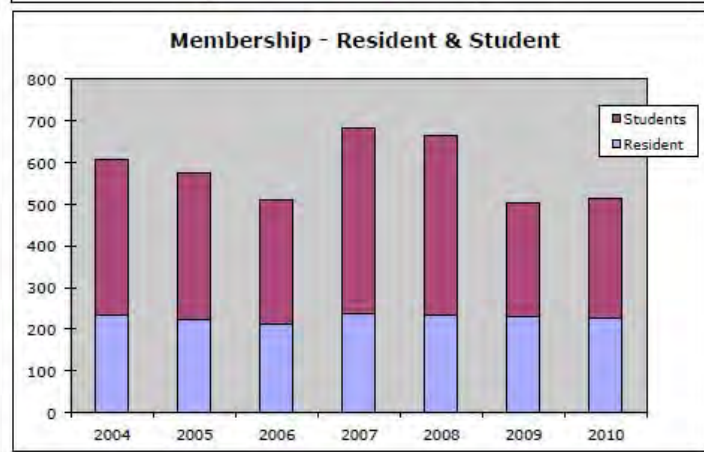
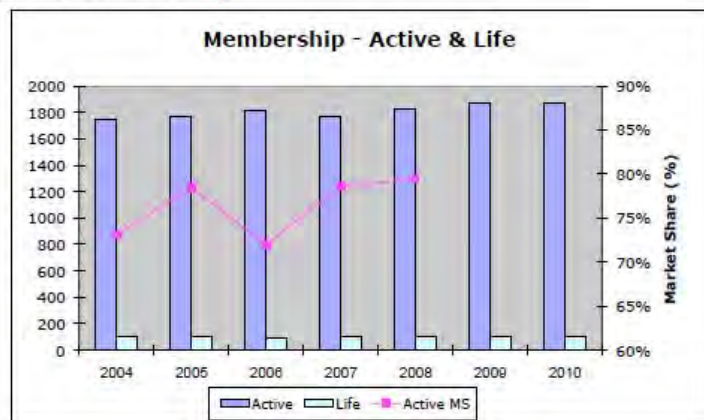


WISCONSIN ACADEMY OF FAMILY PHYSICIANS

STRONG MEDICINE FOR WISCONSIN

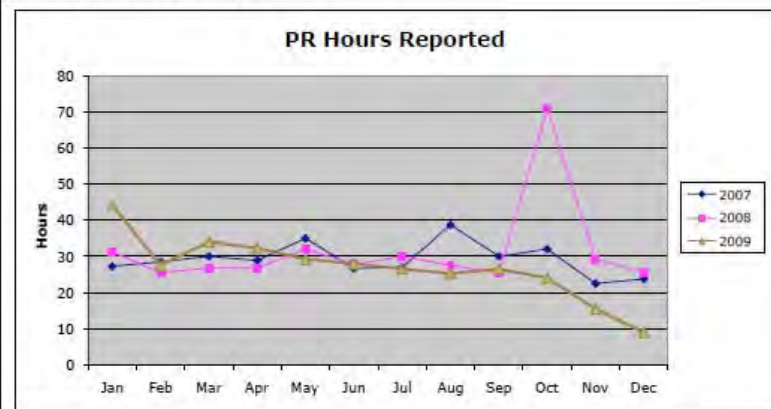
Data Compass
4/27/10

Membership



Membership Survey

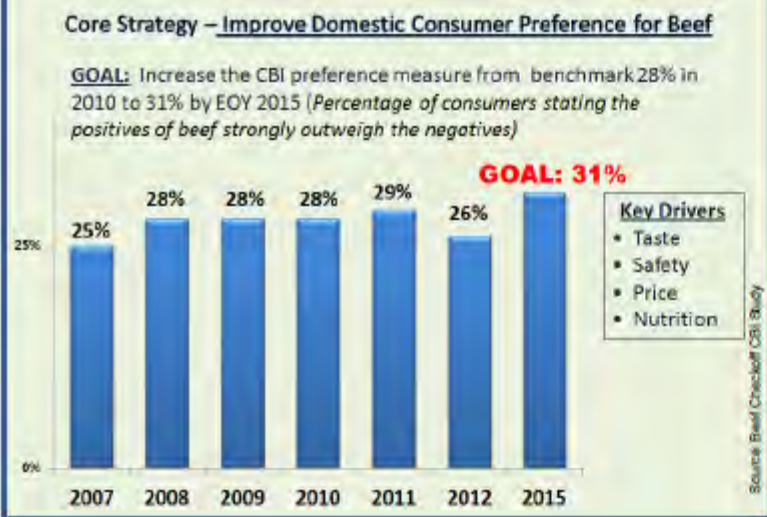
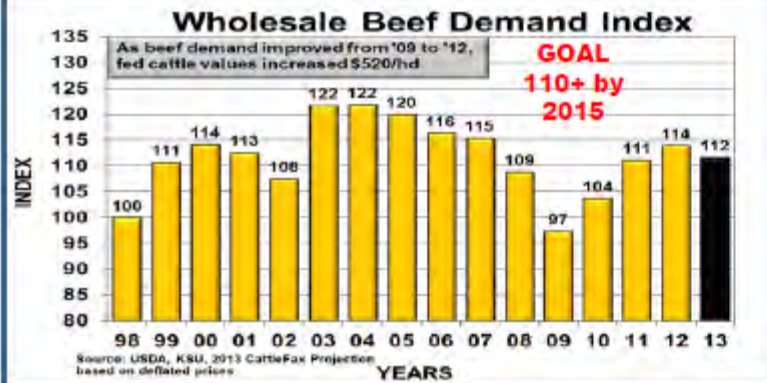
Public Relations



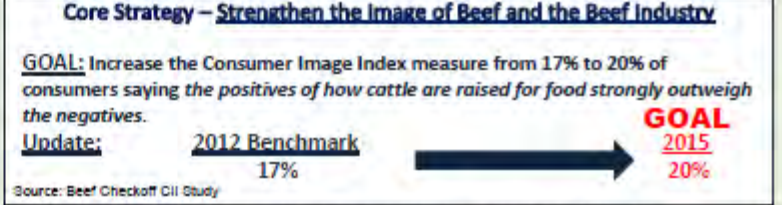
PR Activities

2008-09	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Reporter Interviews					6		1				1		
News Articles About Us	3	3	6	3	3	1	1	5	3	2	1		
Published letters, positions, etc.							2						
Audio/Vid Media Interviews	3			1	6			3	2	2	1		
Audio/Vid ads													
Position Strmts written													
News Releases Written and Distributed	2	2	1	2	1		1	2		4	2		
Member Materials Distributed													

Endowment Fund



- ### Critical Success Factors
- Develop a resourcing plan to achieve desired outcomes of the Long Range Plan (checkoff and non-checkoff)
 - Adopt a practical and effective industry-wide animal disease traceability program.





Our Mission is Your Success

Through April 2013

High Level Dashboard – April 2013

Current Restaurant Members (Part-Time)	1,485 Apr 2013	1,442 Apr 2012	+43	+3.0%	▲
Current Restaurant Units (Part-Time)	3,598 Apr 2013	3,478 Apr 2012	+120	+3.5%	▲
Restaurant Members (YTD)	703 YTD 2013	651 YTD 2012	+52	+8.0%	▲
Restaurant Member Units (YTD)	1,989 YTD 2013	1,897 YTD 2012	+92	+4.8%	▲
Avg Restaurant Member Dues	\$738 YTD 2013	\$761 YTD 2012	-\$23	-3.0%	▼
Total Membership Sales (Active, Allied & Non Profit)	\$567,377 YTD 2013	\$537,800 YTD 2012	+\$29,577	+5.5%	▲
Total Revenue (Budget)	\$926,143 YTD Actual	\$893,761 YTD Budget	+\$32,382	+3.6%	▲
Total Expenditures (Budget)	\$843,065 YTD Actual	\$864,920 YTD Budget	-\$21,855	-2.5%	▲
Education Certifications	957 YTD 2013	969 YTD 2012	-12	-1.2%	▼
Twitter "Followers"	1,441 Apr 2013	1,380 Mar 2013	+61	+4.4%	▲
Facebook "Likes"	1,359 Apr 2013	1,350 Mar 2013	+9	+0.7%	▲
PAC Net Income	\$11,421 YTD MARCH 2013	\$16,937 YTD MARCH Budget	-\$5,516	-32.6%	▼

BOARD RESPONSIBILITIES

4. Strategic Direction

- ✓ Board is the *visionary* body.
- ✓ Written in form of a “Strategic Plan.”
- ✓ Reviewed annually.
- ✓ Fully updated 3 to 5 years.



MISSION

“ To Serve as Your Advocate and Resource for Real Estate in Northeast Florida ”

VISION

“ To be the Association of Choice for the Real Estate Professional ”

Strategic Goal #1

The Voice and Advocate of Realtors®

Government Relations and Public Awareness

Strategies

- Government Affairs
 - Collaboration with Northeast Florida Regional Chambers and Associations
 - Create Member/Public Awareness of Economic Impact of Politics to Promote RPAC
 - Local, State, National Monitoring and Influence
 - Affordable Housing Priorities and Initiatives
 - Create Relationships with Smaller Boards
 - Home Retention Legislation
 - Monitor & Support National Health Insurance Benefit in Congress.
- Communications/Public Relations
 - Primary Voice for Homeownership
 - Create a Long Range Marketing/ Communications/Public Relations Plan on the Role and Value of a Realtor® and NEFAR.

Strategic Goal #2

The Realtor® Knowledge Center

Education, Professional Development, Resources and Knowledge in Real Estate

Strategies

- Annual Future Forecast Report
- Repurpose & Repackage Existing Content
- Deliver Education Services to other Boards
- Protect Intellectual Rights
- Communication Technology
- Develop the NEFAR Housing Institute as a Consumer/Public Service

BHAG – Project 2009-2014

NEFAR to take a leadership role in the community by offering assistance to homeowners and members of the public who are experiencing foreclosure, short sales, bankruptcy or other real estate concerns due to their economic situations. NEFAR shall create a "Housing Institute" as a public service to provide consumer education and assistance.

Strategic Goal #3

Successful Realtor® Operations

Member Growth, Benefits and Services

Strategies

- Increase Member Involvement
- Leadership Development Academy- Develop Future Leaders Desiring to Move Up

Strategic Goal #4

The Model Association

Leadership, Staff, Resources and Structure

Strategies

- Review of Area Council Structure, Funding and Operations
- Leadership Succession and Training with Intent to Govern & Advance Up
- Staff Professional Succession Plan
- Headquarters Office & Location
- Maximize Use of Past Presidents

VALUES

- Future Focused
- Instill Excellence
- Consumer Focused
- Promote Diversity
- Encourage Ethics/Integrity

2013-2017 Strategic Plan

I. EDUCATE

2014 Oversight Officer
Midge Jimerson

GOAL #1 PROFESSIONALISM AND STANDARDS

Maintaining the REALTOR® ethics and standards through education and knowledge.

- A. Increase compliance with the Code of Ethics.
- B. Increase competence and success through Association education and training.
- C. Improve awareness of the consequences of unethical practices; considering implementation of citations for violations.
- D. Maintain effective and timely processes for professional standards and grievances.
- E. Enhance educational offerings by investing in signature quality speaker programs.
- F. Provide scholarships for students pursuing a course of study in real estate or some related field at the college or graduate levels.

II. ENGAGE

2014 Oversight Officer
Theresa Olson

GOAL #2 MEMBER SERVICE AND VALUE

Serving the needs of our members by providing programs, products and services that positively impact their professional success.

- A. Maintain productive and responsive relationships within brokerage and agent community.
- B. Update and expand programs, products and services to meet the demands of an ever-changing and diversified marketplace.
- C. Provide a superior membership experience to all members.
- D. Set growth metrics to monitor recruitment, retention and market share.
- E. Respond to need for new forums, networks and user groups to engage diversity of members and interests.
- F. Promote the achievements, benefits and value of the BAR, CAR and NAR as a distinct and valuable member service.
- G. Identify, reach and provide value to industry niches, i.e. property management, commercial brokers, new home construction, ancillary industry partners, etc.

III. LEAD

2014 Oversight Officer
Sheri Anthes

GOAL #3 ASSOCIATION LEADERSHIP AND OPERATIONS

Maintaining a nationally and state acclaimed Association of REALTORS® through leadership and resources.

- A. Analyze programs, education and events to determine revenue, expense, perceived value and return on investment to increase income.
- B. Make use of the 501(c)(3) foundation to broaden purpose beyond scholarships.
- C. Pay off the Association mortgage by 2018.
- D. Allocate resources to identify, mentor and invest in future leaders of the Association and to serve on private and public boards.
- E. Anticipate Association office growth needs with a plan for expanding parking and classroom space.
- F. Maintain plan for technology investment and providing leading edge tech services to members.
- G. Increase professional staffing as increased programs and members service requires for customer service excellence.
- H. Align committees with the goals of the Association, ensuring relevance of their work and outcomes.

IV. ADVOCATE

2014 Oversight Officer
Bill Redmond

GOAL #4 GOVERNMENT RELATIONS AND THE VOICE OF REAL ESTATE

Vigilance in monitoring and influencing issues impacting real estate.

- A. Develop policy platforms that correspond with strategic plan on issues impacting our industry.
- B. Develop a coalition with other associations to support advocacy.
- C. Support RPAC – “The voice and muscle of the REALTOR®.”
- D. Improve awareness and grassroots involvement of members in political advocacy.
- E. Allocate sufficient resources for an effective Government Affairs Program.
- F. Involvement and recognized as influential in economic development.

V. SERVE

2014 Oversight Officer
David Knoeb



VISION STATEMENT: Improving the real estate industry through professionalism and service.

STATEMENT OF PURPOSE: The Bakersfield Association of REALTORS® is the leading advocate of the Real Estate Industry, its





CALIFORNIA CHIROPRACTIC ASSOCIATION

HEY CHIROPRACTORS, DO YOU KNOW CALIFORNIA HAS A PLAN?



JOIN THE EVOLUTION

CCA E-2 Membership Application

Name: _____
 Present Address: _____
 City: _____ State: _____ Zip: _____
 Work Home No. (Home): _____ Cell Phone No. (Work): _____
 Work Fax No. (Home): _____ CC License # _____ License Date _____
 Email Address: _____ Website: _____
 Chiropractic College: _____ Grad Date (if student): _____

Check a Membership level Category:

Full Year of Coverage - \$89/month and Reduced Fee - \$79.50/month
 and Short-Term (3-6 months) and Year and Beyond (Full Rate) - \$79.50/month
 Reduced Membership (over 65 years old) regular rate after 65 months - \$69.50/month
 Full Time (Working) (over 65 years old) - \$69.50/month
 Reduced/Student/Young/Out of State Rate - \$69.50 for the year or \$69.50/month
 Student Member - (See new form change for details of enrollment in chiropractic college)
 CCA Affiliate Member (According to CCA website) - \$25 for the year

My plan is to pay (select one): Full Partial Family Associate

Current Card Number (or attach card): _____
 Expiration Date: _____ Change Amount: _____

You will receive a receipt for this payment in the right of my work at the point of payment. It is valid for my membership.

Signature: _____ Title: _____

I hereby accept the terms of the application and agree to pay the fee to the CCA. I understand that I will not be able to work in California until I receive my license. I agree to pay the fee to the CCA. I understand that I will not be able to work in California until I receive my license. I agree to pay the fee to the CCA. I understand that I will not be able to work in California until I receive my license.



TMA 2010

ROADMAP TO THE FUTURE



TMA 2010 Goals

VISION: To improve the health of all Texans

MISSION: TMA aggressively supports Texas physicians by providing distinctive solutions to the challenges they encounter in the practice of medicine

GOAL 1: PRACTICE VIABILITY

Protect, improve, and strengthen the viability of medical practices in Texas.

- STRATEGIES:**
1. Ensure that Texas physicians receive timely and equitable payment for medical services provided.
 2. Provide cost effective solutions to improve all aspects of practice management operations.
 3. Increase Texas physicians' understanding, adoption, and appropriate utilization of vital information technologies.

GOAL 2: HEALTHY ENVIRONMENT

Ensure continued success in legislative, regulatory, and legal interventions to enhance the statewide environment in which Texas physicians practice medicine.

- STRATEGIES:**
1. Develop and implement public and private sector strategies promoting viable health care financing and delivery systems to improve access to health care.
 2. Improve and promote physician-directed systems of care that advance patient safety, quality, evidence-based medicine, wellness and prevention.

GOAL 3: TRUSTED LEADER

Strengthen physicians' trusted leadership role within their communities and the health care team.

- STRATEGIES:**
1. Enhance the public image of TMA-member physicians.
 2. Reinforce the physician's role as the leader of the health care team and promote appropriate roles of the professionals on the team.

GOAL 4: VOICE OF MEDICINE

Enhance the powerful, effective, and unified voice of Texas medicine.

- STRATEGIES:**
1. Ensure a powerful voice through growth in membership and member involvement and the ongoing financial health of the association.
 2. Promote an effective voice through leadership development, relevant governance structures, and disciplined message development and dissemination.
 3. Demonstrate a unified voice by strengthening relationships and strategic alliances within and without the federation of medicine.

CAE

Robert Harris, CAE

is a
common

VISION: To improve the health of all Texans.

MISSION: TMA aggressively supports Texas physicians



Practice Viability

Protect, improve, and
expand the viability
of medical practices
in Texas.



Healthy Environment

Support environmental policies
in legislation, regulations, and
rule-making processes to enhance
the sustainable environment by which
Texas physicians provide medicine.



Trusted Leader

Establish policies and
processes that enhance
the reputation of the
TMA as a leader in
the health care system.



One Voice

Support the
united voice of
physicians in
the health care system.

BOARD

RESPONSIBILITIES

5. Adequate Resources

- ✓ Budget income streams.
- ✓ **Savings - reserve.**
- ✓ Staffing.
- ✓ Volunteers and committees.
- ✓ Facilities – office.
- ✓ Technology

Revenue Ratio

Member Dues

50/50

Non-Dues

- Advertising
- Sponsorship
- Endorsements/Royalties
- Trade Show/Expo
- Interest
- Product Sales
- Education, Meetings
- Gifts, Grants



BOARD RESPONSIBILITIES

6. Protect the Resources

- ✓ Insurance coverages
- ✓ Audit & audit committee.
- ✓ Board accountability, oversight.

BOARD RESPONSIBILITIES

7. Programs, Services, Value

- ✓ Serving Members' Needs
- ✓ Portfolio of Benefits
- ✓ Golden Handcuff
- ✓ Drop/Revamp Old Programs

BOARD RESPONSIBILITIES

8. Promote the Organization

- ✓ Know the mission.
- ✓ Focus on goals.
- ✓ Talking points and positions.
- ✓ Follow lines of authority.



**“I can’t speak
for the board
but I can give
you my
*personal
opinion.*”**

Policy Sample

No one shall purport to be an official spokesperson for the organization except the elected president of the board or a person or persons designated.

BOARD RESPONSIBILITIES

9. Legal - Ethical Integrity

- ✓ Insurance
- ✓ Conflicts of Interest Disclosed
- ✓ Filings
- ✓ Antitrust

FTC to Associations: Lack of Antitrust Compliance Can Facilitate Coordination and Violate the FTC Act

by Richard Liebeskind, Jerald A. Jacobs, Jefferson C. Glassie, Alvin Dunn and Cynthia Robertson

In a recent enforcement action, the Federal Trade Commission has made clear that it expects trade associations to adopt antitrust compliance measures to prevent discussions among competitors that would facilitate coordination on prices or competition. Failure to adopt customary antitrust compliance measures, coupled with discussions of pricing policies, might constitute an “unfair method of competition” in violation of the FTC Act.

ANTITRUST AVOIDANCE

Deloness:

- Stick to the agenda... avoid side conversations...
- Have legal counsel limit the board's board activities and restrict off-site.
- It is vital in the future that violations were limited and resolved the statement could have serious consequences.
- Keep file copies to show a paper trail that you made an effort to limit an antitrust violation.
- Include antitrust avoidance in the leadership communication manual.
- Develop a compliance strategy.
- Implement risk management strategies.

Meeting Sign-In Sheet

At the board president I should certain you that state and federal law prohibit the exchange of information among competitors regarding matters pertaining to price, production, cost, market, region, sales, relationships and other topics which might inhibit your competitive operations, and that no such exchange of information will be tolerated during this meeting.

Please guidelines apply not only to the formal meeting sessions. These guidelines apply to all association meetings, events or social events.

Example Sign-In

ANTITRUST AVOIDANCE

Antitrust: Laws designed to preserve the free enterprise of the open marketplace by making illegal certain private conspiracies and combinations formed to minimize competition. Most violations of antitrust laws involve either price-fixing, boycotting, setting unrealistic standards, ethics or certification qualifications, member expulsion, restraint of trade, allocation of markets or agreements on contract terms.

Association Activities and Antitrust

- Pricing of Services
- Surveying
- Membership Exclusion-Expulsion
- Product Standards
- Codes of Ethics and Standard Setting
- Articles, Publications, Websites
- Literary Discussions
- Meetings, Speakers
- Certification
- Trade Shows and Advertising Exclusion
- Referrals and Recommendations
- Discount Programs

Compliance Illustration

(Sample Policy Statement - Review with Legal Counsel!)

The XYZ Association is a not-for-profit organization and may not play any role in the competitive decision making of its members, nor in any way restrict competition among members or potential members. Rather it serves as a forum for a free and open discussion of diverse opinions without in any way attempting to encourage or sanction any particular business practice.

The association provides a forum for exchange of ideas in a variety of settings including its annual meeting, educational programs, committee meetings, and board meetings. The board of directors recognizes the possibility that the association and its activities could be viewed by some as an opportunity for anti-competitive conduct. Therefore, this statement supports the policy of competition served by the antitrust laws and to communicate the association's non-compromising policy to comply strictly in all respects with these laws.

While recognizing the importance of the principle of competition served by the antitrust laws, the association also recognizes the severity of the potential penalties that might be imposed on not only the association but its members as well in the event that certain conduct is found to violate the antitrust laws. Should the association or its members be involved in any violation of federal/state antitrust laws, such violation can involve both civil and criminal penalties that may include imprisonment for up to 5 years as well as fines up to \$350,000 for individuals and up to \$10,000,000 for the association plus attorney fees. In addition, damage claims awarded to private parties in a civil suit are tripled for antitrust violations. Given the severity of such penalties, the board intends to take all necessary and proper measures to ensure that violations of the antitrust laws do not occur.

Visit www.fto.gov
for a copy of the publication:
A Plain English Guide to Antitrust Laws.

Apparent Authority

An association can be held responsible for anti-competitive conduct of volunteers (i.e. committees) and staff who have no authority but take actions (statements, letter writing, interviews) that appear to represent the organization and violate antitrust laws.

BY: JAMES L. LEE
AND ROBERT HARRIS, CAE
ATTORNEYS AT LAW

Resting the Antitrust Statement

If the organization is notified in election prices, costs, suppliers, etc. then communicate an antitrust avoidance message in various ways:

- Distribute for books of table, restaurant cards.
- In a letter on the meeting agenda.
- On the sign-in form of the meeting sign-in sheet.
- As an insert in board materials.
- In the leadership manual.
- Verbal notice throughout the meeting.
- On signs posted in the meeting room.

Antitrust Avoidance
Available from: **REG-APEX**
and **REG-CPA**
See www.fto.gov.
For more information:
Associations and Antitrust Practices
Ability to Avoidance Management Series
Strategic Planning
Leadership Development
Executive Operating System

RCH CAE
RobertCHarris, CAE

ANTITRUST AVOIDANCE

Associations represent the interests of professionals and industry members. They facilitate meetings and promote communication among competitors. There is potential for actions that may be "anti-competitive." Association professionals and leaders should be observant of antitrust risk and association activities. Be sure to consult with legal counsel.

Severe Penalties

The government files civil suits to enforce laws against price fixing, boycotts, etc. Penalties range from a \$10 million fine for corporations and \$350,000 for individuals plus prison time and damages.

The Antitrust Statutes

- The Sherman Act - 1890
- The Federal Trade Commission Act - 1914
- The Clayton Act - 1914
- The Federal Trade Commission Act - 1914

It doesn't take much for a discussion, newsletter article, or assessment recorded in meeting minutes to give the attention of government authorities.

Opportunity for Violations

Members may not realize they are joining in antitrust violations as they participate in activities. Consider these instances:

- How much do you add for supplies? Do you try to keep all one cost?
- Let's discuss the cost of 2 particular supplies. We can't keep the prices too high.
- What would you think about two firms, targeting business part of the area and let us take the items on the way out?
- Let's just sell the equipment to the agencies, let us raise all the higher to make it profitable.
- Let's meet to discuss companies selling to the customer at lower prices than I can buy inventory. Let's buy on small quantities and let's discuss.
- Let's bring all our business to one supplier. I know for I agree to one terms.
- Don't we decide if we are not responsible that we wouldn't raise the price?
- We can do a quick poll to find out what others are thinking.
- We provide for telephone book display ads. Let's try our own version of it. Higher or smaller?

Precautions

Organizations can minimize their risk of violating antitrust laws with these steps:

- An antitrust policy statement should be included in the association's documents, read at board meetings and distributed at all annual leadership conferences.
- An acknowledgment of leadership should receive a copy of the antitrust policy statement from its agent and staff. This statement and for the individuals should keep it from.
- Leadership presentations should include a review of topics that should not be discussed at association meetings. These topics may include, awarding, expansion and denial of services, setting prices, setting fees, setting up agencies, setting standards, operating and setting fees, and other issues particularly for the trade organization.
- Minutes should be drafted so as not to include comments that one had to include violations, and then reviewed before they are distributed and approved.
- Publication of the association should be reviewed for items that may be perceived as actual antitrust violations. Writers, committees and staff should be able to recognize areas that may trigger antitrust concerns.
- Membership materials of a certificate and letters of services should be consistent. Any deviation from consistent delivery of services, or irregularities in membership, should be considered for antitrust implications.
- At meetings, agendas should be carefully set and followed to avoid any discussion of potential antitrust violations.

FINANCIAL PLANNING - LEADERSHIP DEVELOPMENT - ASSOCIATION EFFICIENCY

RCH CAE
RobertCHarris, CAE

BOARD RESPONSIBILITIES

10. Develop New Leaders

- ✓ Board Orientation
- ✓ Leadership Programs
- ✓ Young, Diverse Leaders
- ✓ Succession Plan? Board, Staff?

Before Saying "Yes" to Serv

My friend was asked to join a board of directors. I d considering the invite. I don't think he knew what q board. Here's a checklist *prospective board memb*

Area of Consideration Reason

Organizational Purpose

- May I have a copy of the mission statement?
- Can you provide me with the strategic plan?

Finances

- What is the annual budget and what is set aside is savings?
- What are the major sources of revenue?
- Is there an audit of the funds?
- Does the board have access to a CPA?
- May I have a copy of the Information Return, IRS Form 990?
- If exempt from federal tax, what is the IRS designation?

Expectations

- How frequent, and long, are the meetings?
- How long is the term of office?
- Will there be an orientation of the board and access to information?
- Are there added expectations, such as serving on committees, raising funds or political activities?
- Is the board reimbursed for meeting attendance?

Risk

- Is the board covered by Directors and Officers Liability Insurance?
- Do the bylaws have an indemnification clause?
- Is the organization incorporated?
- Does the board have access to an attorney?

Compliance

- Is the board required to disclose conflicts of interest?
- Are there policies established to guide the board in decision making?
- How does the organization avoid any potential violation of antitrust laws?

Technology

- Are meetings held in person or by conference calls and other means?
- Is there a board portal to access information and documents?
- Is technology and social media used to enhance communication?

Governance Policies

Policy Development and Management

- Audit/Audit Committee
- Whistleblower
- Compensation
- Conflicts
- Document Retention/Destruction
- Public Records
- Minutes

5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		No
6	Did the organization have members or stockholders?	6	Yes	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	Yes	
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following			
a	The governing body?	8a	Yes	
b	Each committee with authority to act on behalf of the governing body?	8b	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No
Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)				
			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes	
b	Describe in Schedule O the process, if any, used by the organization to review the Form 990			
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes	
b	Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	Yes	
13	Did the organization have a written whistleblower policy?	13	Yes	
14	Did the organization have a written document retention and destruction policy?	14	Yes	



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**"I didn't say anything during the meeting,
but I don't agree with the rest of the Board
on this issue."**

CAE

Robert CHarris, CAE

“I just have a question.”







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**"I didn't say anything during the meeting,
but I don't agree with the rest of the Board
on this issue."**

CAE

Robert CHarris, CAE

Committee
Dynamics

Joining a Committee is a [redacted] participate in DRI [redacted] and [redacted] in the leadership [redacted]

DRI Committees provide numerous networking opportunities, though seminars, with members often participating as speakers and producing DRI Defense Library Series reference books, Committee Newsletters and articles in DRI's *For The Defense* and *In-House Defense Quarterly* magazines.

There is no additional cost to belong to a committee. To join, indicate your choices on the list below, complete your name and address, and mail or fax it to DRI, or submit the convenient online Committee Membership Form available at <http://www.dri.org>.

- | | | |
|---|--|---|
| <input type="checkbox"/> Alternative Dispute Resolution | <input type="checkbox"/> Employment and Labor Law | <input type="checkbox"/> Professional Liability |
| <input type="checkbox"/> Appellate Advocacy | <input type="checkbox"/> Fidelity and Surety | <input type="checkbox"/> Retail and Hospitality |
| <input type="checkbox"/> Aviation Law | <input type="checkbox"/> Government Enforcement and Corporate Compliance | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Commercial Litigation | <input type="checkbox"/> Governmental Liability | <input type="checkbox"/> Toxic Torts and Environmental Law |
| <input type="checkbox"/> Construction Law | <input type="checkbox"/> Insurance Law | <input type="checkbox"/> Trial Tactics |
| <input type="checkbox"/> Corporate Counsel (open only to in-house counsel*) | <input type="checkbox"/> Law Practice Management | <input type="checkbox"/> Trucking Law |
| <input type="checkbox"/> Diversity | <input type="checkbox"/> Lawyers' Professionalism and Ethics | <input type="checkbox"/> Women in the Law |
| <input type="checkbox"/> DRI International | <input type="checkbox"/> Life, Health and Disability | <input type="checkbox"/> Workers' Compensation |
| <input type="checkbox"/> Drug and Medical Device | <input type="checkbox"/> Medical Liability and Health Care Law | <input type="checkbox"/> Young Lawyers (open to those in practice 10 years or less) |
| <input type="checkbox"/> Electronic Discovery | <input type="checkbox"/> Product Liability | |

Micro Volunteer Tasks

Help Wanted

The Community Service Committee is seeking members to help build wheelchair ramps on a one time basis this spring as a service project. Goal is to build 20 ramps in cities around the state. Expenses can be raised locally and project undertaken over a weekend. Approximate time required is no more than 20 hours. Volunteers will receive certificates of appreciation. Contact our committee chair or staff liaison.

+ ELECTED/APPOINTED (CONT'D)

COMMERCIAL ALLIANCE BOARD 2nd Thursday of the month; 10:00am

Tedd Rosenstein, President • Hayim Mizrahi, President-Elect • Richard Lybber, Treasurer
Staff Liaisons: Stephanie Hill (702) 784-5019 • Dawn Romo (702) 784-5044
Elected by Commercial Alliance Members • Term 2 years

Responsible for reviewing, evaluating and recommending the programs, products and services necessary to meet the needs of Members and prospective Members active in commercial real estate.

EXECUTIVE 3rd Thursday of the month; 8:30am

David Tina, President • Heidi Kasama, President-Elect
Staff Liaison: Sonya Jefferson (702) 784-5012
Elected by Members of the Association • Term 1 year per office

At the direction of the Board of Directors, the Executive Committee shall address issues and make recommendations to the Board relating to the direction of GLVAR, including suggested Member benefits and services as per the Strategic Plan.

FACULTY 1st Friday of the month; 8:30am

Sue Naumann, Dean • David Boyer, Vice Chair
Staff Liaison: Michael Linden (702) 784-5008
Elected by Senior Faculty Committee Members

Responsible for identifying, training and evaluating competent GLVAR instructors to deliver GLVAR's educational courses. Also responsible for evaluating and recommending to the Education Committee course content as well as identifying new course needs.

FINANCE 3rd Monday of the month; 1pm

Robyn Yates, Treasurer • Scott Beaudry, Vice Chair
Staff Liaison: Gloria Johnson (702) 784-5013
Appointed by the President • Term 2 years

Responsible for reviewing, evaluating and recommending GLVAR's annual budget (including new or renewing vendor contracts) to the Board of Directors. Utilize the Association's Strategic Plan as the guiding baseline for evaluating any vendor programs and services. Responsible for monitoring the monthly financial updates and reviewing non-budgeted requests (as specified in the Bylaws) to ensure the best interests of the Membership are met.

GRIEVANCE 2nd Wednesday of the month; 8:30am

Richard Foster, Chair • Ashley DeBusk, Vice Chair
Staff Liaisons: Jan Mishel (702) 784-5014 • Jacquie Ketchersid (702) 784-5025
Appointed by President • Term 3 years

Reviews all Membership and public complaints to determine if the complaints should be forwarded to the Professional Standards Committee for a hearing.

INVESTMENT Quarterly

Robyn Yates, Treasurer • Scott Beaudry, Vice Chair
Staff Liaison: Gloria Johnson (702) 784-5013
Appointed by President • Term 3 years

Responsible for the operations and investment activities of the Association's Portfolio.

MLS 2nd Wednesday of the month; 10am

David Brownell, Chair • Norma Jean Opatik, Vice Chair • Nancy Nestor, Treasurer
Staff Liaison: Stephanie Hill (702) 784-5019
Elected • Term 3 years

Responsible for reviewing and evaluating MLS Rules and Regulations and recommending MLS Policies that meet the needs of the Membership. Ensures the effective operation of GLVAR's Multiple Listing Service.

PROFESSIONAL STANDARDS Annually for training.

Lawrence Lermusieux, Chair • Jennie Holder, Vice Chair
Staff Liaison: Jacquie Ketchersid (702) 784-5025
Prerequisite: Members of this committee must have served on the Grievance Committee.

Responsible for conducting formal hearings on matters of alleged ethical misconduct by Association Members. Also responsible for providing arbitration services where needed or requested. Additionally, responsible for reviewing, evaluating and reporting common trends and patterns of misconduct to appropriate committees that develop and deliver education to Members.

For additional information on these committees, please contact the appropriate staff liaison.



The united voice for REALTORS® in Southern Nevada, and the center for education, business tools and standards for professional conduct essential for a successful career in real estate.



2013 GLVAR COMMITTEES

REALTOR® and Affiliate Members who volunteer are the backbone of the Association. Your help, ideas and input are important to our success in the coming year. We invite you to participate in your Association by becoming a Member of one or more Committees.

GET
INVOLVED!

CAE

Robert Harris, CAE

Committee Goals

Top 3 Goals for the Committee (Year _____)

Committee _____ Staff Liaison _____

Chair _____ Vice Chair _____

#	Goal or Priority	Which elements of the Strategic Plan does the goal support?	Can goal or activity be achieved within the budget; does it add or use resources?	Suggested performance measures and timeline.
#1				
#2				
#3				

Date Submitted: _____

The Top Goals for the Committee Template 12/12/04

2013-2017 Strategic Plan

I. EDUCATE

2014 Oversight Officer
Midge Jimerson

GOAL #1 PROFESSIONALISM AND STANDARDS

Maintaining the REALTOR® ethics and standards through education and knowledge.

- A. Increase compliance with the Code of Ethics.
- B. Increase competence and success through Association education and training.
- C. Improve awareness of the consequences of unethical practices; considering implementation of citations for violations.
- D. Maintain effective and timely processes for professional standards and grievances.
- E. Enhance educational offerings by investing in signature quality speaker programs.
- F. Provide scholarships for students pursuing a course of study in real estate or some related field at the college or graduate levels.

II. ENGAGE

2014 Oversight Officer
Theresa Olson

GOAL #2 MEMBER SERVICE AND VALUE

Serving the needs of our members by providing programs, products and services that positively impact their professional success.

- A. Maintain productive and responsive relationships within brokerage and agent community.
- B. Update and expand programs, products and services to meet the demands of an ever-changing and diversified marketplace.
- C. Provide a superior membership experience to all members.
- D. Set growth metrics to monitor recruitment, retention and market share.
- E. Respond to need for new forums, networks and user groups to engage diversity of members and interests.
- F. Promote the achievements, benefits and value of the BAR, CAR and NAR as a distinct and valuable member service.
- G. Identify, reach and provide value to industry niches, i.e. property management, commercial brokers, new home construction, ancillary industry partners, etc.

III. LEAD

2014 Oversight Officer
Sheri Anthes

GOAL #3 ASSOCIATION LEADERSHIP AND OPERATIONS

Maintaining a nationally and state acclaimed Association of REALTORS® through leadership and resources.

- A. Analyze programs, education and events to determine revenue, expense, perceived value and return on investment to increase income.
- B. Make use of the 501(c)(3) foundation to broaden purpose beyond scholarships.
- C. Pay off the Association mortgage by 2018.
- D. Allocate resources to identify, mentor and invest in future leaders of the Association and to serve on private and public boards.
- E. Anticipate Association office growth needs with a plan for expanding parking and classroom space.
- F. Maintain plan for technology investment and providing leading edge tech services to members.
- G. Increase professional staffing as increased programs and members service requires for customer service excellence.
- H. Align committees with the goals of the Association, ensuring relevance of their work and outcomes.

IV. ADVOCATE

2014 Oversight Officer
Bill Redmond

GOAL #4 GOVERNMENT RELATIONS AND THE VOICE OF REAL ESTATE

Vigilance in monitoring and influencing issues impacting real estate.

- A. Develop policy platforms that correspond with strategic plan on issues impacting our industry.
- B. Develop a coalition with other associations to support advocacy.
- C. Support RPAC – “The voice and muscle of the REALTOR®.”
- D. Improve awareness and grassroots involvement of members in political advocacy.
- E. Allocate sufficient resources for an effective Government Affairs Program.
- F. Involvement and recognized as influential in economic development.

V. SERVE

2014 Oversight Officer
David Knoeb



VISION STATEMENT: Improving the real estate industry through professionalism and service.

STATEMENT OF PURPOSE: The Bakersfield Association of REALTORS® is the leading advocate of the Real Estate Industry, its



COMMITTEE RESPONSIBILITIES

Committees are an integral part of successful organizations. Their purposes include: supplementing the work of the board and staff; engaging members; and developing leaders. The *Committee Responsibilities* guide clarifies responsibilities, authority, recommendations, smart practices, trends and risk avoidance.

Types of Committees

Standing Committees are identified in the bylaws and serve the duration of the year.

Subcommittees divide work amongst subgroups.

Task Forces and Ad Hoc Committees are appointed for a specific purpose. The committee disbands after completing the assignment. Because volunteers have limited time, consider using task forces or **Quick Action Teams** (similar to task forces but even shorter duration.)

Councils, Think Tanks, Brain-Trusts, Strike-Forces and Special Interest Groups are other committee names, often created to engage persons with similar interests, such as practice specialty, geography or ethnicity.

Chairs and Liaisons

Every committee needs leadership.

The **chair** should have the best understanding of the purpose of the committee and the immediate tasks. He or she sets the tone for achieving results and engaging volunteers. The chair should be able to communicate a clear vision and desired outcomes.

Use a **vice-chair** or **co-chair** for sustainability. The position supports the chair and may become next year's leader.

Committee liaisons serve as a resource and champion. A **board liaison** is the communication channel between the committee and board. The **staff liaison** is a link to management and resources.

Alignment in the Organization

Committees have a "fit" within the organization. Each has an explicit purpose often identified in the **governing documents** (bylaws, policies or committee purpose statements.)

Efforts of the committee should align with the organization's structure, strategic goals and resources. An org-chart will depict hierarchy and the relationship to the board and staff.

Trends in Committees

- There are no "sacred cows." Is the committee necessary?
- Elimination of standing committees in favor of task forces.
- Committees are all aligned with the organization's strategic goals.
- Technology use, on-line meetings and committee web portals.
- No silos. Committees should interface with other committees to collaborate.

Outcomes and Recommendations

Committees should produce *results*. For example, instance, creating new educational content, programs, publications, fund raising, a robust special interest section or enhancements in the organization.

Most efforts by a committee will require approval by the board. *Recommendations* should be in the form of a motion or resolution. A request to the board should be explicitly clear so that directors understand and approve.

When setting committee goals, be realistic about what can be achieved. Break projects into monthly or quarterly steps.

Committee Resources

Resources take the form of time and money:

Finances – The annual budget may have allocations for committees.

Time – Consider the value of a committee meeting by multiplying the # of persons involved x the length of the meeting x \$50 hour wage/value (minimum).

Information – "Read to Lead." Know the mission, bylaws, policies, strategic plan, budget and organizational chart.

"Some committees keep minutes and waste hours."

I Survived a Year on a Committee!

By Eric Westover and Bob Harris, CAE

Every organization has them -- standing committees and task forces. Committees are a way to involve volunteers, benefit from their input, advance efforts and identify new leaders.

Last year I cringed when I was asked to serve on a committee. Before I said "yes," I was determined to learn how to be a good committee member. You see I've served on committees that wasted my time, had no clear purpose and succumbed to egos and politics.

Now that my year of service has ended I can say, "I survived a year on a committee!" Let me share how I approached my committee work:



COMMITTEE SURVIVAL TIPS (10)

Purpose -

My first question was "What's the purpose of the committee?" I wanted to ensure a good reason existed for our committee. (I'm in favor of eliminating or merging unnecessary committees.)

Charges -

Now that I knew its purpose, I wanted to be sure the committee had received a clear work assignment. What did the incoming board chair communicate to the committee's chair about expectations and outcomes? The clearer the charge -- the more likely our success.

History -

I knew our standing committee was not new to the organization. So I asked the committee chairman about last year's records. I wanted to know what had been accomplished and what work was pending. The staff gave us the prior "committee notebook." It explained rationales and helped us avoid redundant discussions. We made a commitment to help future committees by taking good notes and keeping all of our drafts and minutes in a similar notebook.

Performance Measures -

At our first meeting I asked how we would measure performance. I suggested we include accountability (who, when) and quantifiability (how many, how much) to gauge progress during our term. Everyone agreed and we achieved all of our aims within the year.

Linkage -

Committees usually serve at the pleasure of the board. Thus, we asked how we would be expected to keep the board informed of our ideas and progress. Did they expect written reports? Would a board liaison attend our meetings? Would a staff member be assigned to our committee? We respected protocol by asking questions at the onset and viewing the organizational chart that showed hierarchy and information flow.

© I Survived
—continued on following page

1. Purpose Statement
2. Charges - Tasks
3. History/Notebook
4. Metrics
5. Liaisons-Linkage
6. Vice Chair
7. Timelines - Deadline
8. Alignment with Goals
9. Meeting Agendas
10. Minutes & Wrap Up





Strategic
Planning
Secrets

Trends in Planning

- Spanning 3-5 years.
- One powerful mission statement.
 - Or a **mission + vision + values**
- Maximum 3 to 7 goals.
- Committee alignment.
- Goals or plan Champion appointed.
- Member and community awareness.
- Less than 4 pages.

Keep the Plan Alive

- **Summarize** – Create an executive summary of the plan. A lengthy plan with attachments is distracting. It is said that busy volunteer leaders seldom have time to read past page two.
- **Graphics** – A diagram or stylized words will help readers understand the plan at a glance.
- **Promote** – Tell members and stakeholders about the new plan. The concept is that once goals and strategies are committed to paper and promoted they are more likely to be achieved. Publicize the plan in a newsletter, create a brochure and email a PDF of the plan to members.



- **Program of Work** – The strategic plan represents high level thinking. Reduce the plan into a program of work or action plan. It is often in the format of a horizontal table identifying each goal, strategy, performance measure and assignment.

- **Business Card** – Transform the plan into an information card for leaders and staff to distribute when asked or at an upcoming meeting; include in the new member packets.





Well, that's a wrap on this years strategic planning.
Might as well put it with the other ones.

Purposes of a Plan

1. Board responsibility
2. Allocation of resources.
3. Director understanding, motivation.
4. Review of mission/purpose.
5. Framework for all discussions.
6. Alignment of committees
7. Public relations benefit.
8. Reduce— not expand work.



styles
samples

Strategic Plan

Date Developed 1/8/2009



MISSION

"To Serve as Your Advocate and Resource for Real Estate in Northeast Florida"

VISION

"To be the Association of Choice for the Real Estate Professional"

Strategic Goal #1

The Voice and Advocate of Realtors®

Government Relations and Public Awareness

Strategies

- Government Affairs
 - Collaboration with Northeast Florida Regional Chambers and Associations
 - Create Member/Public Awareness of Economic Impact of Politics to Promote RPAC
 - Local, State, National Monitoring and Influence
 - Affordable Housing Programs and Initiatives
 - Create Relations Boards
 - Home Retention
 - Monitor & Support Insurance Benefits
- Communications
 - Primary Voice for
 - Create a Long Range Communications Plan on the Role and Value of NEFAR.

Strategic Goal #2

The Realtor® Knowledge Center

Education, Professional Development, Resources and Knowledge in Real Estate

Strategies

- Annual Future Forecast Report
- Repurpose & Repackage Existing Content
- Deliver Education Services to other Boards
- Protect Intellectual Rights
- Communication Technology

Strategic Goal #3

Successful Realtor® Operations

Member Growth, Benefits and Services

Strategies

- Increase Member Involvement
- Leadership Development Academy - Develop Future Leaders Desiring to Move Up

Strategic Goal #4

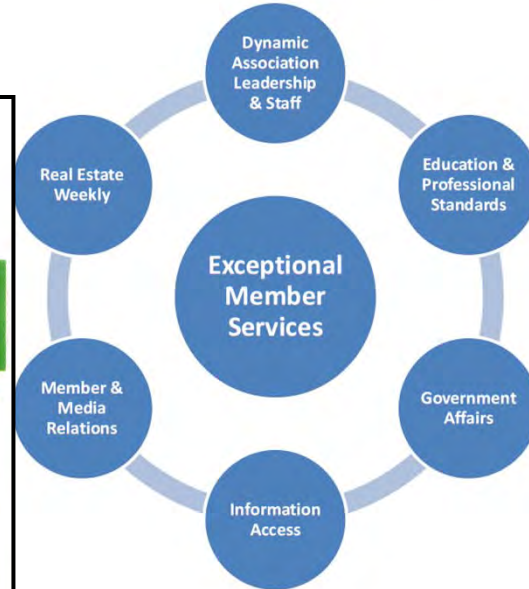
The Model Association



2012 – 2014 Strategic Plan Lehigh Valley Association of REALTORS® (approved February 2, 2012)

MISSION:

The mission of the Lehigh Valley Association of REALTORS® is to enhance our members' ability to conduct business professionally and ethically.



AREAS of FOCUS



MISSION

"To provide a unified effort by growers to enhance the performance of the California cut flower and foliage industry."

PROMOTION

Responsible:
Promotion Committee

Objective:
Increase the consumer and retailer awareness of the virtues of buying California Grown Flowers

- Strategies:**
- Leverage CA Grown brand and facilitate a unified message
 - Sponsorship of industry events
 - Lead on social media efforts
 - Support Open House events
 - Manage online grower and flower directory
 - Establish export markets
 - Support CalPoly's Rose Parade Float

GOVERNMENTAL AFFAIRS

Responsible:
Governmental Affairs Committee

Objective:
To advocate for the long-term viability of California's cut flower and foliage farms at the state and federal level.

- Strategies:**
- Engage in Trade Policy, specifically the ATPA and pending free trade agreements
 - 2012 Farm Bill
 - Address burdensome regulation requirements
 - Coordinate grassroots communications from farms
 - Address import pressures
 - Address export issues

TRANSPORTATION

Responsible:
Transportation Committee

Objective:
To reduce costs, increase efficiencies and preserve the quality of California Grown Flowers through transportation.

- Strategies:**
- New Model Development
 - Advocate for cold chain
 - Support technology improvements (i.e. GTIN)
 - Increase standardizations

RESEARCH & ECONOMIC DEVELOPMENT (GRED)

Responsible:
GRED Committee

Objective:
To secure research and economic development opportunities that advances the interests of California Grown Flowers

- Strategies:**
- Study the sustainability of CA Grown Flowers
 - Provide resources, reports and research to farms

CONTACT INFORMATION

California Cut Flower Commission
PO Box 90225
Santa Barbara, CA 93190
916.441.1701 - info@ccfc.org - www.ccfc.org



Mission

To protect, educate
and promote
Florida's hospitality
industry

Vision

The most powerful
and progressive
voice for advancing
Florida



Protect • Educate • Promote

Goals



- **Advocacy** – The united voice protecting and advancing the hospitality industry.
- **Education** – Providing the full spectrum of education and training to enhance compliance and best practices.
- **Industry Image** – Promoting the impact and importance of the hospitality industry.
- **Membership** – Delivering benefits and services that support growth and retention.
- **Dynamic Trade Association** – Positioned as the leading trade association for the industry.

Values

- **Integrity** – Representing the industry with one voice.
- **Leadership** – Responsive, innovative and collaborative to benefit industry.
- **Community Cornerstone** – A vital element in every community.
- **Entrepreneurship** – Supporting the right to do business profitably.
- **Consumer Safety** – Delivering best practices to safeguard consumers.

Protect • Educate • Promote



**THE trusted resource for school
business and operations.**

Objectives

Customer Satisfaction and Service

Providing benefits and services to the network of members in school business and operations.

Knowledge and Resource Center

Delivering relevant services to enhance members' knowledge to help them excel in job performance with efficiency and effectiveness.

Public Awareness

Enhancing awareness of the value of business and operations roles as an integral part of public education.

The Model Association

Maintaining a model association to serve the profession and membership.

ASBO, 2338 South Congress, Austin, TX 78704 * (512) 462-1711 OR 1-800-338-6551, Fax (512) 462-7274 OR (512) 462-0782

Values

- Supporting student needs.
- Focusing on members first.
- Maintaining ethics, integrity and accountability.
- Leading and managing with innovation and transparency.
- Collaborating with education partners.



2006 – 2007
Strategic Plan

Making Dallas Smile



DALLA
COUNTY
DENTAL
SOCIETY

"A Tradition of Integrity"

MISSION

The Dallas County Dental Society serves as a leading ADA component, committed to meeting the diverse needs of members by promoting high ethical standards and pursuing excellence in advocacy, community service and education.

VISION

The Dallas County Dental Society is the pre-eminent ADA component, promoting ethics, education and unity among its diverse, dynamic membership, thereby enriching the lives of the dental community and the public it serves.

VALUES

- Ethical and Honest Governance
- Proven Leadership
- Driven by Mission, Vision and Values
- Dedicated for Benefit of Members
- Collaboration with Community Organizations
- Inclusive and Diverse

GOALS

- **Membership** – Serve the needs of members by providing relevant benefits and services that support retention and recruitment.
- **Southwest Dental Conference and Education** – Offer the highest quality education, delivered in a variety of formats.
- **Access to Care** – Promote and support efforts that improve access to oral health care.
- **Leadership Development** – Offer leadership education and opportunities while serving as highly effective DCDS leaders.
- **Communication and Advocacy** – Invest in technology to access and deliver information timely and efficiently.
- **Organizational Excellence** – Maintain a highly effective governing board and organizational structure.

STRATEGIC DIRECTIONS

I. Membership

- Maintain or exceed 80% market penetration
- Work with TDA to retain members during their first year

II. Southwest Dental Conference and Education

- Southwest Dental Conference will be the signature event
- Offer quarterly continuing education at DCDS

III. Access To Care

- Take a leadership role in promoting access to care
- Identify ways and develop new partnerships to promote the relationship between oral health and systemic health

IV. Leadership

- Enhance and promote the DCDS Leadership Track
- Create leadership opportunities for members

V. Communications and Advocacy

- Use state-of-the-art technology to improve communications with members by offering an on-line membership directory, on-line SWDC program, on-line education, etc.
- Support advocacy initiatives of TDA and ADA

VI. Organizational Excellence

- Maintain financial stability and seek new revenue sources
- Create job descriptions, protocols and timelines for DCDS volunteers
- Appoint a Big Dreams Committee to study and report on a forecast for dentistry

Mission Statement

The Eau Claire Area Chamber of Commerce is the advocate of business striving to enhance and protect the business environment and the quality of life for the benefit of our members and the Chippewa Valley.

- Research the feasibility of regional collaboration among organizations, services and government. (Board of Directors; 2006)
- Promote Eau Claire as an economic center in areas such as health care, education, retail and finance. (Ongoing)

Vision Statement

The Eau Claire Area Chamber of Commerce will lead in the progressive development of the Chippewa Valley through the efforts of the business community.

◆ Organizational Effectiveness

Strategic Plan 2004-2007 Goals and Strategies

◆ Workforce and Economic Development

Advocate aggressively for economic development and responsible growth.

- Develop a business retention program for Chippewa Valley businesses along with the Economic Development Corporation programs. (Workforce Development; Established)
- Develop a program to identify and retain talent, recognizing that the area has talented unemployed or underemployed. (Workforce Development; ongoing)
- Partner with all educational institutions to address "brain drain", including both students and graduates. (Young Professionals of Eau Claire; Leadership Development; ongoing)
- Continue to promote downtown redevelopment collaborating with other organizations with a focus. (Downtown Revitalization; ongoing)

Business Plan 2006-2007

AGRI-BUSINESS

Chair: Dave Gavin - Chippewa Valley Technical College

Goal: To recognize the vital role of agriculture in the local economy and promote positive relations between the business and farm communities.

- Host the 10th annual Breakfast in the Valley on June 9th to promote agriculture in Eau Claire County and educate the public. Serve at least 3,000 people.
- Present the Friend of Agriculture Award to a person who has contributed to agriculture, agri-business relations and/or agriculture economy in the Chippewa Valley.
- Support the Northwest Junior Livestock Show Awards Banquet and the Friends of the Fair.
- Support agriculture through educational efforts in the Chippewa Valley.



AMBASSADORS

Chair: Andy Schlafer - Edward Jones

Goal: To represent and promote the Chamber and increase and retain Chamber members.

- Maintain incentive programs for both prospective and current members to encourage participation and continued membership in Chamber programs.
- Increase Chamber membership to 1,200 by March 2007, while retaining 90 percent of members on an annual basis. Hold member attrition levels to under 10 percent by enhancing the current member retention program.
- Host and maintain participation at 11 Business After Hours to an average of 190 people each month.
- Host, along with the Chippewa Falls and the Greater Menomonie Area chambers of commerce, the Airport Open House on August 14.
- Host ribbon cutting and ground breaking ceremonies, open houses and special Chamber events.

ANNUAL MEETING

Chair: Gretchen Hutterli - UW-Eau Claire, College of Business

Goal: To plan and execute the Chamber's 92nd Annual Meeting.

- Create a program to recognize volunteers, highlight current year accomplishments and set the tone for 2006-2007.
- Recognize outstanding volunteers, committee chairs, Small Business of the Year, Ambassador of the Year, Top Membership Salesperson and winners of the Community Development, Public Employee of the Year and Athena awards.

2013-2017 Strategic Plan

I. EDUCATE

2014 Oversight Officer
Midge Jimerson

GOAL #1 PROFESSIONALISM AND STANDARDS

Maintaining the REALTOR® ethics and standards through education and knowledge.

- A. Increase compliance with the Code of Ethics.
- B. Increase competence and success through Association education and training.
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- E. Enhance educational offerings by investing in signature quality speaker programs.
- F. Provide scholarships for students pursuing a course of study in real estate or some related field at the college or graduate levels.

II. ENGAGE

2014 Oversight Officer
Theresa Olson

GOAL #2 MEMBER SERVICE AND VALUE

Serving the needs of our members by providing programs, products and services that positively impact their professional success.

- A. Maintain productive and responsive relationships within brokerage and agent community.
- B. Update and expand programs, products and services to meet the demands of an ever-changing and diversified marketplace.
- C. Provide a superior membership experience to all members.
- D. Set growth metrics to monitor recruitment, retention and market share.
- E. Respond to need for new forums, networks and user groups to engage diversity of members and interests.
- F. Promote the achievements, benefits and value of the BAR, CAR and NAR as a distinct and valuable member service.
- G. Identify, reach and provide value to industry niches, i.e. property management, commercial brokers, new home construction, ancillary industry partners, etc.

III. LEAD

2014 Oversight Officer
Sheri Anthes

GOAL #3 ASSOCIATION LEADERSHIP AND OPERATIONS

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- C. Pay off the Association mortgage by 2018.
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- H. Align committees with the goals of the Association, ensuring relevance of their work and outcomes.

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2014 Oversight Officer
Bill Redmond

GOAL #4 GOVERNMENT RELATIONS AND THE VOICE OF REAL ESTATE

Vigilance in monitoring and influencing issues impacting real estate.

- A. Develop policy platforms that correspond with strategic plan on issues impacting our industry.
- B. Develop a coalition with other associations to support advocacy.
- C. Support RPAC - "The voice and muscle of the REALTOR®."
- D. Improve awareness and grassroots involvement of members in political advocacy.
- E. Allocate sufficient resources for an effective Government Affairs Program.
- F. Involvement and recognized as influential in economic development.

V. SERVE

2014 Oversight Officer
David Knoeb

ASSOCIATION COMMITTEE CHART



VISION STATEMENT: Improving the real estate industry through professionalism and service.

STATEMENT OF PURPOSE: The Bakersfield Association of REALTORS® is the leading advocate of the Real Estate Industry, its

TMA 2010

ROADMAP TO THE FUTURE



TMA 2010 Goals

VISION: To improve the health of all Texans

MISSION: TMA aggressively supports Texas physicians by providing distinctive solutions to the challenges they encounter in the practice of medicine

GOAL 1: PRACTICE VIABILITY

Protect, improve, and strengthen the viability of medical practices in Texas.

STRATEGIES:

1. Ensure that Texas physicians receive timely and equitable payment for medical services provided.
2. Provide cost effective solutions to improve all aspects of practice management operations.
3. Increase Texas physicians' understanding, adoption, and appropriate utilization of vital information technologies.

GOAL 2: HEALTHY ENVIRONMENT

Ensure continued success in legislative, regulatory, and legal interventions to enhance the statewide environment in which Texas physicians practice medicine.

STRATEGIES:

1. Develop and implement public and private sector strategies promoting viable health care financing and delivery systems to improve access to health care.
2. Improve and promote physician-directed systems of care that advance patient safety, quality, evidence-based medicine, wellness and prevention.

GOAL 3: TRUSTED LEADER

Strengthen physicians' trusted leadership role within their communities and the health care team.

STRATEGIES:

1. Enhance the public image of TMA-member physicians.
2. Reinforce the physician's role as the leader of the health care team and promote appropriate roles of the professionals on the team.

GOAL 4: VOICE OF MEDICINE

Enhance the powerful, effective, and unified voice of Texas medicine.

STRATEGIES:

1. Ensure a powerful voice through growth in membership and member involvement and the ongoing financial health of the association.
2. Promote an effective voice through leadership development, relevant governance structures, and disciplined message development and dissemination.
3. Demonstrate a unified voice by strengthening relationships and strategic alliances within and without the federation of medicine.

TMA 2015 Goals

VISION: To improve the health of all Texans

MISSION: TMA supports Texas physicians by providing distinctive solutions to the challenges they encounter in the care of their patients.

GOAL 1: PRACTICE VIABILITY

Protect, improve, and strengthen the viability of medical practices in Texas.

STRATEGIES:

1. Ensure that Texas physicians receive timely and equitable payment for medical services provided.
2. Provide cost-effective solutions to improve all aspects of practice management operations.
3. Increase Texas physicians' understanding, adoption, and appropriate utilization of vital information technologies, to support efficiency, efficacy, and quality-of-care measurement.

GOAL 2: HEALTHY ENVIRONMENT

Ensure continued success in legislative, regulatory, and legal interventions to enhance the environment in which Texas physicians practice medicine.

STRATEGIES:

1. Develop and implement public- and private-sector strategies promoting sustainable health care financing and delivery systems to improve access to health care.
2. Promote patient-centered, cost-efficient, physician-directed systems of care.
3. Support a Texas-specific strategy to address growing physician demand.

GOAL 3: TRUSTED LEADER

Strengthen physicians' trusted leadership role within their communities.

STRATEGIES:

1. Enhance the public image of TMA-member physicians.
2. Provide practice-based materials to improve effectiveness and awareness of public health initiatives through the patient-physician relationship.
3. Reinforce the physician's role as the leader of the health care team.
4. Uphold physician professionalism.

GOAL 4: ONE VOICE

Enhance the powerful, effective, and unified voice of Texas medicine.

STRATEGIES:

1. Ensure a powerful voice through growth in membership and member involvement and the ongoing financial health of the association.
2. Promote an effective voice through leadership development, active-governance structures, and disciplined message development and dissemination.
3. Demonstrate a unified voice by strengthening relationships and strategic alliances within and without the federation of medicine.

20090.T1/971-03



Medical
Association

VISION: To improve the health of all Texans.

MISSION: TMA aggressively supports Texas physicians



Practice Viability

Protect, improve, and strengthen the viability of medical practices in Texas.



Healthy Environment

Support, promote, secure, and improve the legislative, regulatory, and legal environment in which the sustainable environment in which Texas physicians practice medicine.



Trusted Leader

Strengthen physician trust and leadership and support their commitment and the health care team.



One Voice

Support the general, specialty, and subspecialty interests of Texas medicine.



Robert Chaffin, CAE

**Board of Directors
Agenda**

Call to Order

Financial (Acceptance)
Minutes (Approval)

Consent Agenda (Reports Distributed in Advance-No Action Items)

Strategic Discussions (Goals of the Strategic Plan)

- **Member and Chapter Development**
- **Professional Development**
- **Program Development**
- **Marketing and Brand Awareness**
- **HQ and Fraternity Business**

Unfinished Business

New Business

Meetings Calendar

Adjournment

Mission: To develop the sales and marketing of its members through experiential learning and professional development.

STRATEGIC PLAN

A process and resulting document to guide the organization. A roadmap for the leadership, staff and committees.

Some of the best plans are only a few pages. Format it to be easy to read and serve as a compelling guide.

MISSION

The reason for the organization's existence; its purpose statement.

Crisp and short; easy to articulate and understand.

VISION

Vivid description and aspiration to describe how the organization desires to be perceived.

For example, "The trusted resource and voice of the industry."

VALUES

Guiding principles embraced by leadership and staff.

For example: integrity, transparency and diversity.

GOALS

Statements that represent where resources will be focused to achieve the mission.

Generally 3 to 7 realistic, well-stated goals.

(B.H.A.G. - Big, Hairy, Audacious Goal)

STRATEGIES

The programs and projects for achieving the goals.

Be realistic, yet innovative, in setting ways to advance the goals.

TACTICS & METRICS

Deadlines, delegation and key performance measures.

Precise aspects of the plan; often identified after the planning retreat ends.

BUSINESS PLAN

Translation of the strategic plan into a one-year operating plan.

An internal document to monitor progress.



Planning
Retreat

Strategic Planning Process

(90 Days - Start to Finish)



Before

(Pre-Planning)

Phase I - 60 Days

- Determine Need for Plan
- Select Date & Timeframe
- Select Retreat Setting
- Select Facilitator
- Select Participants
- Conduct Survey(s)
- Prepare Reports

During

(On-Site)

Phase II - 1/2 - 2 Days

- Set the Scene - Purpose
- Report on Findings
- Review Prior Plan
- Affirm Mission, Vision, Values
- Consensus on Goals
- Set Strategies
- Set Performance Measures
- Accountability - Tactics

After

(Post-Planning)

Phase III - 30 Days

- Circulate the Draft
- Officially Adopt Plan
- Promote Results
- Appoint Plan Champions
- Include on Agendas
- Integrate* (Budgeting, Marketing, Membership Campaigns, etc.)

Advance Survey of Attendees

1. What are your expectations of strategic planning?
2. What are your (3) goals for the organization?
3. Confidential information you want to share?

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**WE'RE
IN THE
WEEDS!**

Sample Goal and Strategy

Advocacy – Representing and protecting the interests of members.

1. Hire Government Affairs Directors
2. Rely on Gov't Affairs Committee to identify and communication positions.
3. Maintain a political action committee – PAC.
4. Collaborate with allied organizations; identify allies.
5. Involve members in grassroots political affairs.

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Keep the Plan Front and Center

- Membership Brochure
- On the Board Table
- Integrate Goals in the Board Agenda
- Business Cards
- Graphics
- Annual Review

GVMA

2011 Strategic Priorities

Goal #1 – The Membership Experience –serving members by providing activities, opportunities and benefits

Strategy	Initiative or Project to advance the Strategy	Staff/Committee Accountability	Status Report	Completed
Improve Market Share to 60%	Membership for 2011 will reach at least 1440	All Staff/Membership committee	Current = 1430 – 60% Market Share	
Identify AVMA/GVMA Gap(belong to AVMA and NOT GVMA)	Obtain list of AVMA Georgia Members and compare	Emily Glass/Membership Committee	Requested AVMA List	
Implement consultant's recommendations	Personal contact to new members by committee; 4 new one question surveys on website	Emily Glass/ Membership Committee	Process developed for first year new members	
Review ASVMAE/Hill's Study for Recent Graduates	Share information and forms with Young Professionals Committee	Clare Reagan/Young Professionals		Completed 2-2011
Develop system to track student retention from graduation to Regular Member	Analyze info in database to determine appropriate system			
Develop and Implement mentor Program for students and recent graduates	Work w. Student Chapter to determine needs	Em an Co		
Monthly Value Messages	Develop messages and email monthly			

Goal #2 – Advocacy for the Profession – Georgia's credible and primary voice of the veterinary profession





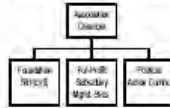
Strategy	Initiative or Project to advance the Strategy	Staff/Committee Accountability	Status Report	Completed
Develop succession plan for the LAC, including consideration of a paid lobbyist		Scott Piper/Advocacy Committee	Hired lobbyist for period March – May 2011	
Develop system to remind District Directors and Assist. Directors to monitor and report relevant proposals in their cities and counties		Scott Piper/Advocacy Committee		
Maintain funding level of PAC of \$60,000		Staff/Executive Committee/Advocacy Committee	Current funds – \$99,650	Completed May, 2011
Enhance Vet Day at Capitol to continue to draw members and students		Scott Piper/Advocacy Committee		
Continue to be a resource for the State Board of Veterinary Medicine	Attend quarterly meetings of Board	Scott Piper/Executive Committee	March 2011 Meeting cancelled	
Identify Potential Organizations to Contact re: Collaboration and Coalitions	Create list and rank in order of contact	Clare Reagan/Scott Piper/ Animal Welfare Committee	In Progress – Established contact w. HAGA	
Maintain excellent relationship with UGA CVM		Clare Reagan/Young Professionals committee	Held Career Development Workshop AT UGA CVM 4-27-11 w. 9 GVMA members participating	

Business Plan



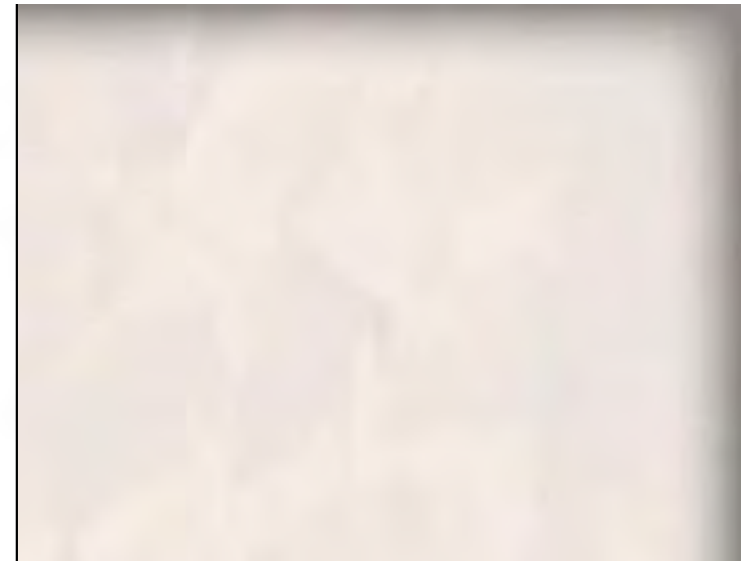


Strategic Plan Alignment

	The Voice of Independent Insurance	The Agency Essential Resource	The Respected Expert	The Model Association
Goal 	Advocacy and Government Affairs	Membership Growth, Benefits and Services	Professional and Workforce Development	Governance and Management
Strategies	<ul style="list-style-type: none"> Government Affairs Consumer Awareness 	<ul style="list-style-type: none"> Benefits and Services Recruitment and Retention Member Awareness and Involvement 	<ul style="list-style-type: none"> Education and Information Recruitment and Retention 	<ul style="list-style-type: none"> Personnel Finance and Resources
Income Alignment (\$800,000 +/-) 		35% Dues 30% Programs - NASC	12% Conference 25% Education	
Committees 	Trusted Choice Legislative PAC Public Relations	Membership Dev. Young Agents	Technology Agency/Profession Development Annual Convention Farm/Rural Agents	Technology Executive Nominating Finances/Audit Board Dev. Strategic Planning
Staff/Departments 	Government Affair Contracted Lobbyist	Membership Staff	Education Staff	Executive Director Bookkeeping Office Manager
Subsidiaries 	Political Action Committee	NASC Svc. Corp.	Foundation	Foundation

Immediately After the Planning Retreat

- ❑ Circulate a **draft** of the plan within 10 to 14 days so leaders can see the results of their discussions and decisions. When the plan is still fresh there may be other good ideas that come to mind.
- ❑ Share the plan with **staff** to enlighten them about discussions and decisions at the retreat. This will reduce anxieties about what the board did and invite their input.
- ❑ Present a **final draft** of the strategic plan at the next board meeting. Have the **motion** approved as the official guide for the organization by a motion of the board.
- ❑ **Inform members**, communities and stakeholders of the new plan. Describe enhancements to the organization, new ideas and initiatives. Communicate this through articles, the website, announce components, where applicable.



At Three Months





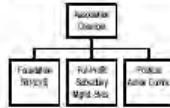
The plan should be integrated into the organization. It will have an impact on nearly every aspect.

- ❑ Align the plan with the **budget**. The budget is not the driver of the organization, but the reverse. The strategic plan should both generate and expend funds through programs and projects.
- ❑ Under each goal the **committees** should be aligned. A strategic goal without a committee or champion is likely to fail. Be sure committees have a copy of the strategic plan in their folder so they are always working to advance the strategies and goals.
- ❑ The **staff** or departments will want take "ownership" of elements of the strategic plan.
- ❑ A **business plan** is a tool to set tactics and metrics related to the strategic plan. It will identify specifics, deadlines and persons or committees





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Risk
Mgmt

Risk Management in Associations

Bob Harris, CAE

While it is an honor to be asked to serve on a board of directors, there may be risks associated with board service. In addition to the responsibility for governance — directors have a responsibility for risk management.

Areas of Risk and the Considerations	3
Antitrust Avoidance	3
Charitable Solicitation.....	3
Conflicts of Interest.....	4
Electronic Meetings	4
Endorsements	4
Employees.....	4
Filings	5
Finances	5
Governing Documents	6
Insurance.....	6
Intellectual Property	7
Meeting Minutes.....	7
Membership Notices.....	8
Parent – Chapter Relations	8
Policies	8
Protection of the Board	9
Public Records.....	9
Social Media.....	10
Software Licenses	10
Speaking for the Organization	10
Subsidiaries	11
Sustainability and Crisis Management.....	11
Unrelated Business Income Tax.....	11
Everything I Need to Know for Board Service	12
I Learned in Kindergarten.....	12
Glossary	14
Policies Common to Associations	16
Volunteer Leaders Commitment Form	17



Risk Management

1. Awareness of Risk
2. Avoidance
3. Acceptance
4. Monitor / Evaluate

Common Risks

- Form 990 Wrong
- Antitrust
- Minutes
- Speaking Authority
- Public Records
- Financial Understanding
- Copyright
- Software

Insurance

- D & O
- General Liability
- Fidelity Bond
- Meeting Cancellation

- Publishing?

Risk Management

Insurance Coverages	pg 31
Minutes pg 32 Approval	pg 33
Bylaws	pg 34
Executive Sessions	pg 35
Public Records	pg 37
Apparent Authority	pg 39
Antitrust Avoidance	pg 41
Policies	pg 42-43

Meeting Minutes

1. Record of Attendance
2. Record of Actions
3. No Audio Recording
4. No Side-Bar Conversations
5. Self Serving Statements
 - Start and End Times
 - Conflicts of Interest
 - Antitrust
 - Carefully Reviewed
6. Distribution Policy

Risk Management

Insurance Coverages	pg 31
Minutes pg 32 Approval	pg 33
Bylaws	pg 34
Executive Sessions	pg 35
Public Records	pg 37
Apparent Authority	pg 39
Antitrust Avoidance	pg 41
Policies	pg 42-43

ANTITRUST AVOIDANCE

Deloness

- Stick to the agenda... avoid side conversations
- Have legal counsel limit the board from antitrust and restraint of trade
- It is not in the interest that violations occur. If they do occur, the statement will be drafted and reviewed by the attorney and the board will be notified.
- Keep file copies to show a paper trail that you made an effort to both antitrust violations
- Include antitrust avoidance in the leadership communication manual
- Develop a compliance strategy
- Implement risk management strategies

Meeting Sign-In Sheet

At the board president I should certain you that state and federal law prohibit the exchange of information among competitors regarding matters pertaining to price, production, cost, market, region, sales, relationships and other topics which might inhibit your competitive operations, and that no such exchange of information will be tolerated during this meeting.

Please guidelines apply not only to the formal meeting sessions, but also to any communication that may be made in or out of the meeting.

Example Sign-In

ANTITRUST AVOIDANCE

Antitrust: Laws designed to preserve the free enterprise of the open marketplace by making illegal certain private conspiracies and combinations formed to minimize competition. Most violations of antitrust laws involve either price-fixing, boycotting, setting unrealistic standards, ethics or certification qualifications, member expulsion, restraint of trade, allocation of markets or agreements on contract terms.

Association Activities and Antitrust

- Pricing of Services
- Surveying
- Membership Exclusion-Expulsion
- Product Standards
- Codes of Ethics and Standard Setting
- Articles, Publications, Websites
- Literary Discussions
- Meetings, Speakers
- Certification
- Trade Shows and Advertising Exclusion
- Referrals and Recommendations
- Discount Programs

Compliance Illustration

(Sample Policy Statement - Review with Legal Counsel!)

The XYZ Association is a not-for-profit organization and may not play any role in the competitive decision making of its members, nor in any way restrict competition among members or potential members. Rather it serves as a forum for a free and open discussion of diverse opinions without in any way attempting to encourage or sanction any particular business practice.

The association provides a forum for exchange of ideas in a variety of settings including its annual meeting, educational programs, committee meetings, and board meetings. The board of directors recognizes the possibility that the association and its activities could be viewed by some as an opportunity for anti-competitive conduct. Therefore, this statement supports the policy of competition served by the antitrust laws and to communicate the association's non-compromising policy to comply strictly in all respects with these laws.

While recognizing the importance of the principle of competition served by the antitrust laws, the association also recognizes the severity of the potential penalties that might be imposed on not only the association but its members as well in the event that certain conduct is found to violate the antitrust laws. Should the association or its members be involved in any violation of federal/state antitrust laws, such violation can involve both civil and criminal penalties that may include imprisonment for up to 5 years as well as fines up to \$350,000 for individuals and up to \$10,000,000 for the association plus attorney fees. In addition, damage claims awarded to private parties in a civil suit are tripled for antitrust violations. Given the severity of such penalties, the board intends to take all necessary and proper measures to ensure that violations of the antitrust laws do not occur.

Visit www.fto.gov for a copy of the publication: *A Plain English Guide to Antitrust Laws.*

Apparent Authority

An association can be held responsible for anti-competitive conduct of volunteers (i.e. committees) and staff who have no authority but take actions (statements, letter writing, interviews) that appear to represent the organization and violate antitrust laws.

BY JOHN J. LEE
 RICHARDSON, VA
 ATTORNEY

Resting the Antitrust Statement

If the organization is notified in election prices, costs, supplies, etc. then communicate an antitrust avoidance message in various ways:

- Distribute to board of trade, committee chairs
- In a letter on the meeting agenda
- On the top or bottom of the meeting agenda sheet
- As an insert in board package
- In the leadership manual
- Verbal notice re-emphasize the message
- On signs posted in the meeting room

Antitrust Avoidance Available from "REG-AGENCY" and "REG-PRO" free to all.
 For more information, contact: RCH Harris, CAE, 10000 Old Orchard Road, Suite 100, Fairfax, VA 22031, (703) 261-1111, www.rchharris.com



ANTITRUST AVOIDANCE

Associations represent the interests of professionals and industry members. They facilitate meetings and promote communication among competitors. There is potential for actions that may be "anti-competitive." Association professionals and leaders should be observant of antitrust risk and association activities. Be sure to consult with legal counsel.

It doesn't take much for a discussion, newsletter article, or statement recorded in meeting minutes to grab the attention of government authorities.

Opportunity for Violations

Members may not realize they are joining in antitrust violations as they participate in activities. Consider these instances:

- How much do you add for supplies? I'm trying to keep all one cost!
- Let's discuss the cost of 2 part ton supplies. We can't keep the prices 0 for all the time.
- What would you think about two firms, targeting business part of the demand and cut into the bottom on the way up?
- I don't want selling for equipment agencies, but we must all feel higher to make it profitable.
- I'm tired of invoice companies selling to my customers for lower prices than I can buy inventory. Let's buy on credit, discounts and volume.
- I'm going off our business to investigate if I can't agree to one terms.
- Don't we decide if we are not responsible that we wouldn't lose back?
- We can do a quick poll to find out what others are thinking.
- We probably for telephone book display ads. Let's big our size to make it bigger or smaller.

Precautions

Organizations can minimize their risk of violating antitrust laws with these steps:

- An antitrust policy statement should be included in the association's documents, read at board meetings and distributed at all annual leadership conferences.
- An antitrust policy statement should be reviewed at every board meeting and distributed to all members and staff.
- Leadership presentations should include a review of topics that should not be discussed at association meetings. These topics may include, awarding, expansion and denial of services, setting prices, setting fees, setting up agencies, setting standards, awarding and setting bids, and other issues particularly for the trade organization.
- Minutes should be drafted so as not to include comments that one had to include violations, and then reviewed before they are distributed and approved.
- Publication of the association should be reviewed for items that may be perceived as actual antitrust violations. Writers, committees and staff should be able to recognize areas that may trigger antitrust concerns.
- Membership materials of a certificate and letters of services should be consistent. Any deviation from consistent delivery of services, or irregularities in membership, should be considered for antitrust implications.
- At meetings, agendas should be carefully set and followed to avoid any discussion of potential antitrust violations.




FINANCIAL PLANNING • LEADERSHIP DEVELOPMENT • ASSOCIATION EFFICIENCY





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Robert C. Harris, CAE

THE NONPROFIT CENTER: PROMOTING THE ASSOCIATION MANAGEMENT PROFESSION

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Traning Videos

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Photos - PR Purposes

Welcome

Bob has 25+ years experience with **associations, chambers and other nonprofits**. His seminars are interactive, focused on core-knowledge and member needs. He utilizes case studies, trends and headlines board orientation, training, strategic planning, staff training and consulting. He is the author of Association Management 101 Online®; creator of the Association Self-Auditing Process® and co-author of "Building an Association Management Company."

He is known around the world for sharing best practices and promoting sustainability of associations and chambers.

"Your Association Efficiency Symposium was the most practical, idea generating, 'light a fire' meeting that I've been to in a long while".

"Based on your leadership program I'm excited to start my year as president.

"Your session is the most practical I have ever attended."

"Congratulations on being honored as an ASAE All-Star Award winner for professional development! Our association couldn't agree more with the selection.

You've made major differences in our association, and the ripple effect just keeps multiplying the benefits! It's nice to see that your commitment is recognized by your peers as well as your clients!"



"My philosophy is to promote the association management profession and share the tools of success."