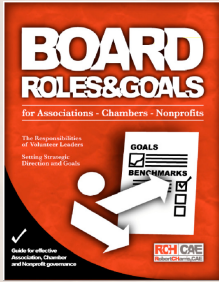


2017-18 Leadership Symposium



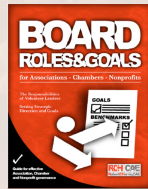
Bob Harris, CAE
www.nonprofitcenter.com



Pg 2 TOC
Pg #s

Handouts

- ✓ Board Roles & Goals
- ✓ Board Responsibilities Guide
- ✓ Committee Responsibilities
- ✓ Strategic Planning Guide



Outcomes

- Board – Staff Partnership
- Governance Roles
- Better Board, Better Assoc.
- Strategic Plan
- Affirmations, Resources, Q & A
- Practical Take-Aways

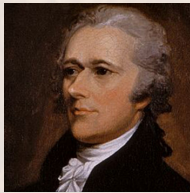


Pg. 3

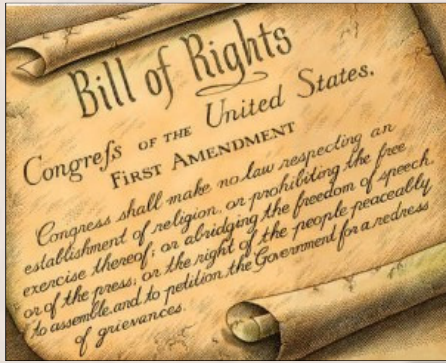


Washington to Hamilton

“Winning is easy (young man), governing is harder.”



1791



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Pg 3

Associations in USA

1.5 million nonprofits

- 7,200 chambers
- 155,000 trade assoc

1791 – US Constitution

1890 - Antitrust

1894 – No Personal Gain

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Pg 3

Associations in USA

1908 – Roosevelt*

1913 – Exempt Designation (pg 60)

1950 – UBIT

1997 – Immunity & Public Records

2008 – Good Governance Policies

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Teddy Roosevelt, 1903
Painting by J.S. Sargent

Every man owes a part of his time and money to the business or industry in which he is engaged.

No man has a right to withhold his support from an organization working on his behalf.





Associations in USA

1908 – Roosevelt*

1913 – Exempt Designation (pg 60)

1950 – UBIT

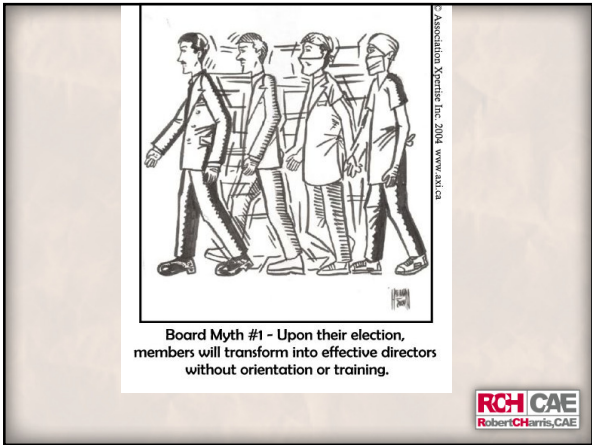
1997 – Immunity & Public Records

2008 – Good Governance Policies



Fig 4-24







Will you serve on our board?

Protecting the Board

1. D & O and E & O
2. Incorporated
3. Indemnification
4. Volunteer Immunity
5. Orientation



Why Serve on a Board?

Altruistic

- Elevate the Profession
- Advance a Mission
- Service to Members and Community
- First Hand Information
- Social Responsibility
- Gov't Advocacy
-

Experiential

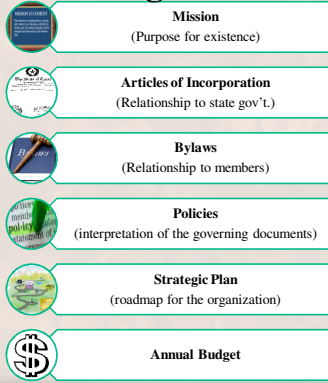
Skills Learned and Enhanced	Worth
Account Retention	+
Budgeting	+
Collaboration and Negotiation	+
Community Service	+
Customer Focus	+
Evaluation	+
Forecasting	+
Governing Documents	+
Leadership	+
Lobbying	+
Marketing	+
Meeting Planning	+
Meeting Rules	+
Networking	+
Printing	+
Public Speaking	+
Revenue Generation	+
Roles Respect	+
Selflessness	+
Strategic Planning	+
Time Management	+
Training and Programming	+
Values and Principles	+
Website Enhancement	+
Writing	+
New Opportunities by Serving	+
First Hand Information Access	+
Investment of Time and Resources for Board Service	-
THE LEADERSHIP EXPERIENCE	Life-Long Value



Elements of Good Governance



Governing Documents



Must Know for Governance

- Read the Bylaws
- Understand the Budget
- Governance Concepts
- Performance Measures
- Strategic Direction, Goals, Mission

'Read to Lead'

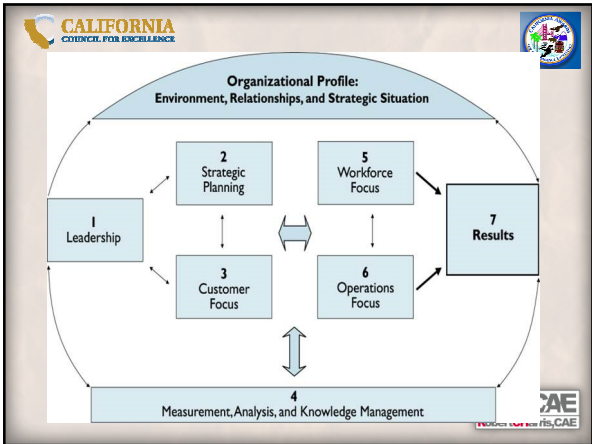


Stamp Out Myths

- a) We cannot **lobby**.
- b) We can't make a **profit**.
- c) We cannot have **savings**.
- d) **Our records** are open for review.
- e) We're just **volunteers**.







Performance Excellence Resources

INVENTORY ASSESS, IMPROVE

Rx for Healthy Associations (60 cures)

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Pg 9-29

Board Roles

Authority

- State Corporate Law
- IRS Exempt Status
- **FTC Antitrust**

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Partnership Defined

Board

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

Exec Dir./AE

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





Pg 19

Who's Responsibility is It?

Who is Responsible?	Chief Executive 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 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 train 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.				
21. Budget for staff professional development.				
22. Appoint committees.				
23. Budget for technology investment.				
24. Develop external relations, collaboration.				
25. Sell sponsorships and generate revenue.				



BOARDS GOVERN STAFF MANAGE

Governance: Volunteer leaders are responsible for the direction of the organization. The board governs, develops policy and sets a course. The mission statement should frame all discussions. Purposes of a board of directors:

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

Management: Staff are responsible for administration of the organization. Staff partner with the board to advance goals and strategies, while taking care of the daily administrative needs unique to nonprofit organizations.



Fiduciary Principles

- Duty of Care
- Duty of Loyalty
- Duty of Obedience

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; and,

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

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 or board portal.



Good Governance Policies

In response to corporate scandals, there is scrutiny on all boards of directors. Since 2008 the IRS started inquiring about the policies of exempt organizations. 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
- Minutes

Insurance and Volunteer Immunity





Pg 14

BOARD RESPONSIBILITIES

Directors is a rewarding and important responsibility. This associated with governing a volunteer, membership organiza

<p>is ...</p> <p>es. "</p> <p>aders are</p> <p>1 of the</p> <p>erns,</p> <p>ourse,</p> <p>ild frame</p> <p>ro-</p> <p>uctions:</p> <p>velopment</p> <p>us</p> <p>onsultants</p> <p>tration of</p> <p>ner with</p> <p>and</p> <p>of the</p> <p>nique to</p>	<p>Board Responsibilities</p> <ol style="list-style-type: none"> 1. Determine and advance the organization's mission and purposes. 2. Select the chief paid executive (<i>not staff</i>) as well as CPA and attorney. 3. Support the chief executive and assess performance in the organization (i.e. budget, goal achievements, etc.) 4. Conduct organizational planning. 5. Ensure adequate resources (funds, time, volunteers, staff, etc.) 6. Resource and financial oversight. 7. Determine, monitor and enhance programs and services. 8. Promote the organization. 9. Ensure legal and ethical integrity and maintain accountability. 10. Recruit and orient new board members, and assess board performance. <p><small>(Adapted from Ten Responsibilities of Nonprofit Boards www.BoardSource.org)</small></p> <p style="text-align: center;">Good Governance</p>	<p>Directors an may cover le copyright, ar</p> <p>General Lia damages and organization.</p> <p>Fidelity Don fraudulent or employee.</p> <p>Meeting Ca revenue due postponement etc.</p> <p><small>(Consult legal)</small></p> <p>Duty of C reasonable making the interests of</p> <p>Duty of L faithful to</p>
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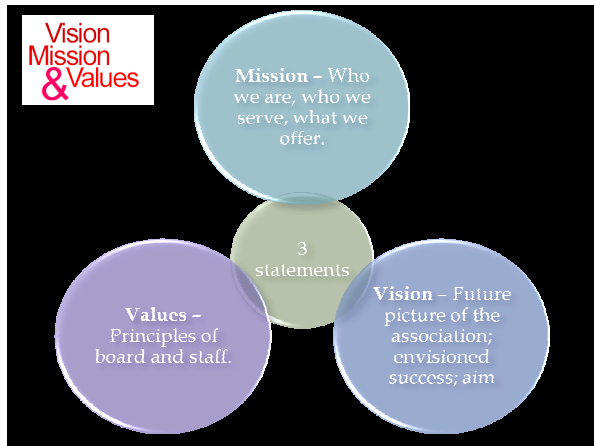
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BOARD RESPONSIBILITIES

1. Promote the Mission

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

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Mission	Vision
	

Pg 13

Values

Respected Value	Description	Ranking of Importance to Board and Members
Innovative	Makes use of expertise and resources to provide programs, services and solutions; best use of technology.	
Diversity	Inclusive and respectful of people, ideas, business models, ethnicity, etc.	
Integrity	Everything is done with the highest standards of excellence.	
Transparency	Board promotes openness and encourages awareness of activities.	
Member Driven	Responsive to member needs.	
Accountability	Commitments are upheld; accountable for the trust of the members.	
Unity	Decisions are support by all. Dissent is expressed only inside the board meeting.	
Sustainability	Concern for long-term operations; environment considerations.	
Other		
Other		

Your Mission and Vision?

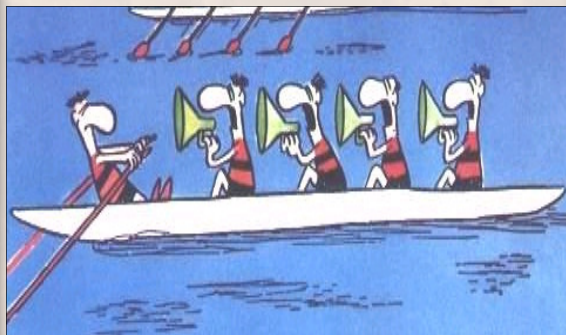
BOARD RESPONSIBILITIES

2. Partner with the Exec Dir.

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



Partnership?



**WE'RE
IN THE
WEEDS!**



Board Behaviors



BOARD RESPONSIBILITIES

3. Monitor Performance

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



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	Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Don't know
Mission and Strategic Direction						
1. Board defines and articulates 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 address the mission and goals (and avoid operating matters.)						
Governance						
4. Board understands and upholds all governing documents.						
5. Policies are adopted and followed to guide current and future leaders.						
Leadership, Succession and Transparency						
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.						
Budgeting, Finance and Infrastructure						
9. Board adopts annual budget and is engaged in monthly financials.						
10. Risk/recoverings and investment strategies are appropriate.						
11. Financial reports are clear, accurate and timely.						
12. Annual audit and auditor's recommendations are reviewed.						

Annual Discussion

Without Staff – Chair Driven

Outcomes – Improve Governance



Michigan RESTAURANT ASSOCIATION
Our Mission is Your Success

Through April 2013

High Level Dashboard – April 2013

Current Restaurant Members	1,485 Apr 2013	1,442 Apr 2012	+43	+3.0%	▲
Current Restaurant Units	3,598 Apr 2013	3,478 Apr 2012	+120	+3.5%	▲
Restaurant Members	703 YTD 2013	651 YTD 2012	+52	+8.0%	▲
Restaurant Member Units	1,969 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	\$567,377 YTD 2013	\$537,900 YTD 2012	+\$29,577	+5.5%	▲
Total Revenue	\$528,143 YTD 2013	\$893,761 YTD 2012	-\$32,382	+3.6%	▲
Total Expenditures	\$843,065 YTD 2013	\$854,920 YTD 2012	-\$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 2013	\$16,637 YTD 2012	-\$5,516	-32.6%	▼

AE CAE

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.

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2014 - 2015

Your Mission Statement

I. Code of Ethics II. Advocacy III. Consumer Outreach IV. Support for Realtor Organization V. Technology VI. Financial Solvency

May 17, 2014 – Every assoc. of Realtors shall annually demonstrate compliance with the following core standards.

Highlights from the Michigan Real Estate Board's (MREB) Code of Ethics, 2014:

- Code of Ethics: All associations must have written Code of Ethics and must provide education to members on the Code of Ethics and must have a process for handling complaints.
- Advocacy: All associations must have a written advocacy plan and must provide education to members on the Code of Ethics and must have a process for handling complaints.
- Consumer Outreach: All associations must have a written consumer outreach plan and must provide education to members on the Code of Ethics and must have a process for handling complaints.
- Support for Realtor Organization: All associations must have a written support for Realtor Organization plan and must provide education to members on the Code of Ethics and must have a process for handling complaints.
- Technology: All associations must have a written technology plan and must provide education to members on the Code of Ethics and must have a process for handling complaints.
- Financial Solvency: All associations must have a written financial solvency plan and must provide education to members on the Code of Ethics and must have a process for handling complaints.

Attestation of compliance
X _____
Date: _____

STRATEGIC PLAN

developed July 17, 2014

The Charleston Trident Association of Realtors® (CTAR) with its members serve as the region's trusted source for real estate information. Working in partnership with our members and the community, we protect private property rights, enforce professional standards, advocate for higher education requirements and encourage technological advancements within the industry.

ADVOCACY	SERVICE	PROFESSIONALISM	COMMUNITY	STRENGTH
Save on the local rate of real estate and realtors®	Collect relevant issues, benefits and opportunities to the membership	Foster excellence and ethical behavior	Foster our communities through service, public relations and leadership	Evaluate the structure and safeguard the resources for the Association's future
ISSUES MANAGEMENT <ul style="list-style-type: none"> Identify and prioritize issues Protect private property rights, quality of life and realtors® ability to practice MEMBER ENGAGEMENT <ul style="list-style-type: none"> Locally, empower and motivate members Increase Realtors® participation Diversity REALTORS® POLITICAL ACTION COMMITTEE (RPAC) <ul style="list-style-type: none"> Engage members as to the impact of RPAC and NAR's Realtors® Party initiative Increase Realtors® participation 	VALUE <ul style="list-style-type: none"> Realtors® brand Advocacy Industry leadership Professionalism AWARENESS <ul style="list-style-type: none"> Inform members about Association benefits, growth and advocacy achievements Plan and implement events and activities to increase connections Identify and expand benefits and effective delivery methods ACCESSIBILITY <ul style="list-style-type: none"> Increase awareness of member services expertise 	PROFESSIONAL DEVELOPMENT <ul style="list-style-type: none"> Keep all education courses relevant to Realtors® needs SMART SERVICES <ul style="list-style-type: none"> Offer professional standards services to other Associations ACCOUNTABILITY <ul style="list-style-type: none"> Explore ways to make the process for addressing violations easier and faster Hold the profession accountable Explore enforcement of violations PUBLIC AWARENESS <ul style="list-style-type: none"> Elevate the profile of requirements to become a Realtors® Inform the public of the additional education requirements for Charleston Realtors® 	PHILANTHROPY <ul style="list-style-type: none"> Promote and support philanthropic efforts Realtors® Reading Opportunities Fund (RHOF) Reaching with Realtors® Showcase the contributions of Realtors® in their communities PARTNERSHIPS <ul style="list-style-type: none"> Explore grant opportunities Build support the community Nurture partnerships within the community Explore enforcement of violations 	LEADERSHIP DEVELOPMENT <ul style="list-style-type: none"> Maintain and expand the Leadership Development Program Evaluate the nominating process STAFF DEVELOPMENT <ul style="list-style-type: none"> Maintain the quality of our staff Encourage and fund staff development MLS <ul style="list-style-type: none"> Support MLS initiatives for financial and cultural growth and expansion FISCAL RESPONSIBILITY <ul style="list-style-type: none"> Identify opportunities to leverage financial assets

Strategic Plan 2014-2017

SANTA CLARA COUNTY Association of REALTORS®

MISSION STATEMENT

To provide a quality education of REALTOR® education, to meet the business, professional and personal needs of its members and to promote and protect private property rights.

VISION STATEMENT

To be the preeminent real estate related resource for our members.

Membership Services & Satisfaction	Advocacy for REALTORS® & Property Owners	Education & Professional Development	Public & Community Relations	Organizational Excellence
<p>Engage our members and provide them with the resources and opportunities to prosper their business.</p> <p>Strategies</p> <ol style="list-style-type: none"> Make SCAR the recognized local source for professional services and information. Communicate with a unique voice and message across all social media platforms. Establish a professional and responsive relationship through locally developed programs with our members. Apply member engagement programs that better fit the needs of our emerging membership. 	<p>Engage our members and their clients to have a positive impact on government affairs that affect private property rights, homeownership, and the real estate industry.</p> <p>Strategies</p> <ol style="list-style-type: none"> Clarify the role that SCAR play in protecting private property rights and homeownership on the state and local levels. Identify the opportunity for our members and their clients to engage with elected officials and elected positions. Encourage and support our members to be engaged in elected positions. 	<p>Provide members the means to attain a national standard of excellence by providing one comprehensive and growing business specialty training.</p> <p>Strategies</p> <ol style="list-style-type: none"> Develop a national standard for our membership to create a program that business practices. Provide member with resources and opportunities to attend comprehensive and growing business specialty training. Develop a national standard for our membership to create a program that business practices. 	<p>Increase the public's understanding of the contribution of REALTOR® to the community.</p> <p>Strategies</p> <ol style="list-style-type: none"> Develop the relationship of the REALTOR® to the community. Develop partnership with other business interest organizations. Provide member with a grant. Provide a visible membership resource to the community. Develop a grant program to continue through the goodwill of our members. 	<p>Maintain our member investment to deliver "member" service programs.</p> <p>Strategies</p> <ol style="list-style-type: none"> Develop a member service program that meets SCAR's needs. SCAR shall be a visible industry leader in the region. Expand member service and support in our target markets. Run an efficient and high-performing organization.

Updated: 9/20/13

2013-2017 Strategic Plan

I. EDUCATE	II. ENGAGE	III. LEAD	IV. ADVOCATE	V. SERVE
<p>2013-2017 Strategic Plan</p> <p>MISSION STATEMENT</p> <p>To provide a quality education of REALTOR® education, to meet the business, professional and personal needs of its members and to promote and protect private property rights.</p>	<p>2013-2017 Strategic Plan</p> <p>MISSION STATEMENT</p> <p>To provide a quality education of REALTOR® education, to meet the business, professional and personal needs of its members and to promote and protect private property rights.</p>	<p>2013-2017 Strategic Plan</p> <p>MISSION STATEMENT</p> <p>To provide a quality education of REALTOR® education, to meet the business, professional and personal needs of its members and to promote and protect private property rights.</p>	<p>2013-2017 Strategic Plan</p> <p>MISSION STATEMENT</p> <p>To provide a quality education of REALTOR® education, to meet the business, professional and personal needs of its members and to promote and protect private property rights.</p>	<p>2013-2017 Strategic Plan</p> <p>MISSION STATEMENT</p> <p>To provide a quality education of REALTOR® education, to meet the business, professional and personal needs of its members and to promote and protect private property rights.</p>

ASSOCIATION COMMITTEE CHART

I. EDUCATE	II. ENGAGE	III. LEAD	IV. ADVOCATE	V. SERVE
<p>Chair: [Name]</p> <p>Members: [List of names]</p>	<p>Chair: [Name]</p> <p>Members: [List of names]</p>	<p>Chair: [Name]</p> <p>Members: [List of names]</p>	<p>Chair: [Name]</p> <p>Members: [List of names]</p>	<p>Chair: [Name]</p> <p>Members: [List of names]</p>

THE BENEFITS OF WVMA MEMBERSHIP

Integrity • Compassion • Community • Well-Being

A VOICE

- Advise and lobby on state regulations, 14 special session bills and 2000 on House select affected you
- Fight for the members' best interests
- Continually work with state and national agencies to influence legislation

RELEVANT EDUCATION

- A class from 100 CE credits available at Annual Convention
- Executive seminars and workshops, CE offered throughout each year

ACCESS


- Access to a dedicated knowledgeable staff
- Members enjoy the services from WVMA partners
- A change in ownership and medical practice

COMMITTEES

- 12 committees provide with professional and practice management information
- 2 committees of specialty units meet that affect you
- 4 committees of specialty units meet that affect you


PROMOTION

- Promote the work of your members through multiple communications and social media channels
- The WVMA staff has helped members influence their own and their practice's audience



WVMA
WEST VIRGINIA
VETERINARY
MEDICAL ASSOCIATION

2015 Convention Dates: June 13-19
 2016 Convention Dates: June 13-19
 2017 Convention Dates: June 13-19



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Robert CHarris, CAE

2014-2016 Strategic Plan

Michigan Chamber Goals

- Deliver Powerful Advocacy & Business Leads to the Public Policy Areas
- Foster a More Competitive Economic Climate
- Streamline State & Local Government to Improve Efficiency and Customer Service
- Enhance Member Involvement and Increase of Chamber Programs & Products
- Be Passionate about Organizational Excellence and Responsible Stewardship

Strategies

- Carry out 2013-2014 legislative priorities
- Retain one business in the State House and Michigan Senate
- Be best practices business
- Retain rate-of-law majority on the Michigan Supreme Court

Organizational Excellence


- Increase membership retention to 95%
- Increase total number of Chapter members to 6,000 by June 30, 2014, 6,500 by June 30, 2015, 7,000 by June 30, 2016, and 8,000 by June 30, 2016
- Continue to recruit high level, successful business leaders to the Board of Directors and Executive Committee
- Continue to attract and keep highly effective Chamber staff
- Continue leadership role in chamber federation

Member Engagement

- Strengthen the Chamber's grassroots network
- Conduct annual regional membership meetings
- Increase awareness of Chamber programs, products and services through a comprehensive and highly coordinated marketing campaign

Accredited with Distinction

AMERICAN CHAMBER OF COMMERCE



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STRATEGIC PLAN

HOW NVAAR TAKES YOU FURTHER!

MISSION STATEMENT:

To promote the professionalism of members through education, both on and off the job, and to ensure that business and industry ethics and property rights are protected through legislative advocacy.

OUR STRATEGIC PLAN GOALS:

- ADVOCACY & GOVERNMENT RELATIONS: The voice of the industry to protect "life, liberty and property" rights.
- PROFESSIONALISM & EDUCATION: To promote the professionalism of members through education, both on and off the job, and to ensure that business and industry ethics and property rights are protected through legislative advocacy.
- TECHNOLOGICAL & DIGITAL RELEVANCE: Meet innovative technology and digital applications to benefit members and the association.
- COMMUNITY & PUBLIC RELATIONS: Promote the membership to engage the public in their rights.
- FINANCIAL SUSTAINABILITY: A financial association where leaders are inspired to advance NVAAR at local, state and national levels and serve its members.

LEADERSHIP

VIRGIL FROZELL Chairman of the Board	BOB ADAMSON Secretary/Treasurer
SUZANNE BRANDSON Chair Elect	MARY BAYAT Immediate Past Chair
FRANK T. CONRAD Chief Executive Officer	

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OUR CORE PHILOSOPHIES:

- INFLUENCE**
Advance the relationships that impact and influence value issues at local, state, national and international levels.
- DEDICATED**
Leverage the talent and knowledge found in the rich diversity of our membership.
- SERVICE**
Provide first-class quality in all products, services and programs.
- PROFESSIONALISM**
Foster the members' professionalism, knowledge, business acumen and ethical standards.
- VALUE**
Deliver outstanding value and education to members and the customers they serve.
- STRATEGY**
Invest sufficient resources to enable the strategic priorities.

8407 Pennell St. 520 Huntmar Park Dr.
 Fairfax, Virginia 22031 Herndon, Virginia 20117

NVAAR.com 703.207.3200
info@nvaar.com

FIND US ON SOCIAL MEDIA



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Robert CHarris, CAE

BOARD
RESPONSIBILITIES

5. Adequate Resources

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



Revenue Sources

Member Dues

50/50

Non-Dues

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



Budget Questions

- Size of budget?
- Reserves and assets?
- Audit; policy?
- Minutes record financial reports?
- Safeguarding funds?
- Ratio of dues to non dues income?



BOARD RESPONSIBILITIES

6. Protect the Resources

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



BOARD RESPONSIBILITIES

7. Programs, Services, Events

- ✓ ROI?
- ✓ **Abandonment of Programs?**
- ✓ Golden Handcuff?



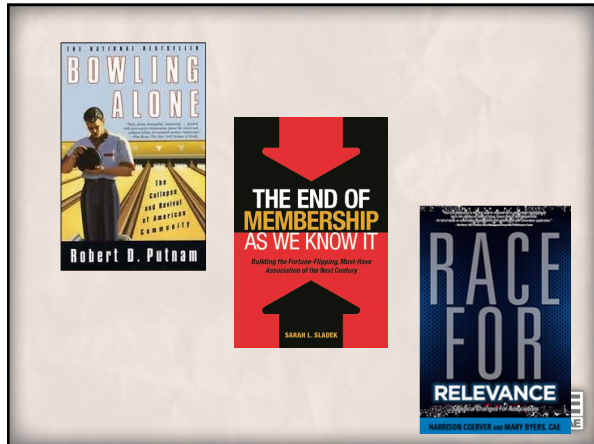
DEPARTMENT STORES BECOME ENDANGERED

Sears watches its retail crown

Tough two days for U.S. retailers

Ringling Bros. circus closing after 146 years

Lancaster Chamber becomes first in nation to drop membership model



Dangers Report


1. Leaders Out of Synch with Fast Pace
2. **Uninformed Decisions**
3. Resistance to Mergers
4. Lowest Common Denominator
5. Governance Structure
6. Reluctance to Volunteer
7. Dependence, Loss of Primary Revenue
8. **Good Old Boys Club**
9. Alignment with Parent Organization for Strength
10. Dues Disconnect




Activity Alignment with Strategic Goals

Mission: To advance and protect the profession.....

GOALS	Program Event Activity	Supports the Mission Statement	% of Member Usage	Other Users	Gross Income	Budgeted Costs	Indirect Costs	Recommendation for Upcoming Year
Education	Annual Conference							👍
	Webinars							👍
	Regional Road Show							
Communications	Journal							
	Website							
	PR Firm							
Advocacy	Weekly E-Blast							
	Day on the Hill							
	PAC Fund Raising							



Policy on Spokesperson

No one shall act as the official spokesperson for the association except the elected president or a person or persons so designated.





Association Xpertise Inc. 2013 www.AJCA.ca

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ONEVOICE

ONEVOICE

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 2013 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 spots next the same week in the city.

Senate Bill 2022 – 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 file 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 bid in the new space by this summer. We will inform the members directly through change of address post cards and a website announcement.

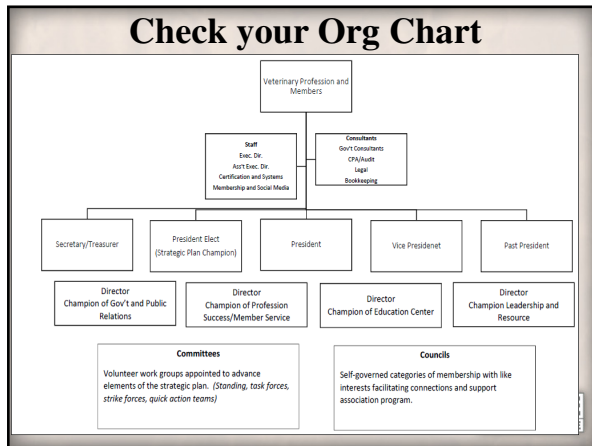
Dates to Announce

Conventions – xxxx 2012 (Registration discount ends xxxx xxx)
Next Board Meeting – xxxx 2012 in Kansas City
Deadline for Education Submission – xxxx 2013

One Voice Sample News 2/12

Unified Message





BOARD RESPONSIBILITIES

9. Legal - Ethical Integrity

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

RCH CAE
Robert CHarris, CAE

Antitrust & Competition Nonprofit Organizations March 16, 2009

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

by Richard Liebeskind, Gerald 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 and Compliance Guide for Association and Board Leadership. The guide includes sections on Antitrust Avoidance, Antitrust Compliance, and Meeting Sign-In Sheet. It covers topics such as anticompetitive behavior, price fixing, bid rigging, and market allocation. It also provides information on the Federal Trade Commission (FTC) and the Department of Justice (DOJ).

Meeting Sign-In Sheet. The form includes fields for Meeting Date and Location. It features a section for ATTENDEES SIGNATURES REQUIRED with a table for signatures. Below the table are sections for ANTITRUST AVOIDANCE, CONFLICTS OF INTEREST, CONFIDENTIALITY, and MISSION STATEMENT. The mission statement field is partially filled with "The mission of the organization is to advance and protect... [insert your mission statement]".

BOARD RESPONSIBILITIES

10. Develop New Leaders

- ✓ Board Orientation
- ✓ Term Limits
- ✓ Leadership Development
- ✓ Young Leaders, Diverse Leaders

Future Leaders

- “The Ask”
- Invite to serve on committees.
- **Invite to observe board.**
- Young professionals; emerging leaders
- **Dynamic orientation** for directors.
- **NOT WARM BODIES IN SEATS**





Board Meeting Agenda		<h3 style="margin: 0;">Meeting Agendas</h3> <ul style="list-style-type: none"> a) Who Develops? b) Opening Reminders c) Consent Agenda d) Time Markers e) Mission Statement f) Include Goals g) What's Next
Location – Date - Time		
I. Call to Order ¹	Chair – 8:30	
II. Approval of Minutes	Secretary	
III. Treasurer's Report Acceptance	Treasurer 8:15	
IV. Consent Agenda (Reports distributed in advance, no action)		
<ul style="list-style-type: none"> a) Executive Director Report b) Committee and Officer Reports c) Misc. Reports - Background 		
V. Strategic Goals Discussion	8:35	
<ul style="list-style-type: none"> A. Advocacy and Gov't Affairs B. Member Support C. Professional Development D. Organizational Excellence 		
VI. Mega Issue	9:00	
VII. Old - Unfinished Business	9:30	
VIII. New Business		
IX. Adjournment and What's Next ²	9:55	
<small>Mission Statement:</small>		
<small>¹Reminder about antitrust avoidance, conflicts of interest, and confidentiality</small>		
<small>²Review of assignments and expectations before the meeting adjourns.</small>		



Presidential Advice

1. Build your Team
2. Frame it with the Mission
3. The Resources are NOT Yours.
4. Write YOUR President's Message
5. The AE is your *best friend*
6. Rely on Expertise (CPA, Legal, Insurance, HR, etc.)



Pg 24

The Past President



- Respect
- Wisdom
- Special Projects
- Governance Evaluation
- Sounding Board
-
-



Pg 16

Got the agenda — Now what?

Robert C. Harris
Wednesday, March 23, 2016

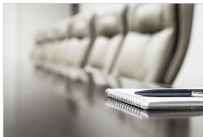
Share this article

The purpose of an agenda is to ensure a meeting will be conducted in an orderly manner and discussions will lead to results. With an agenda, conversations stay on track, and the meeting should end on time.

The agenda is prepared in advance through collaboration of the chief elected officer and the chief staff person (executive director). With sufficient timing, it is distributed well before the meeting with supporting information. For quarterly meetings, directors might receive it 30 days ahead. For monthly meetings, they might expect it 7 to 10 days in advance.

Upon receipt

What directors do upon receipt of the agenda to prepare for the meeting will impact discussions and outcomes.



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.
6. Respect board decisions.



We, the leaders of the American Institute of Architects in Colorado, are committed to the relevance of our representative member association and our profession.

We are committed to repositioning the AIA in Colorado to provide the best services and programs to our members.

In order to accomplish these commitments, we shall:

- Simplify our governance structure to have one corporate entity on behalf of AIA in Colorado by un-incorporating the local chapters;
- Establish a state board based on competency and region;
- Establish criteria for the development of chapters;
- Reduce the size of our boards to 5-7 members who convene regularly each quarter and at ad hoc meetings;
- Reduce the number of national delegates from Colorado;
- Develop a model to mobilize members on mission-oriented goals at the state and local levels;
- Create action groups aligned with the strategic plan.

We shall establish a program and evaluation committee at the state level with specific functions:

- Is diversely comprised of representation from each chapter;
- Work with chapter boards to review programs and services;
- Establish strict criteria for program evaluation;
- Set measures of success in advance and consider a sunset/renewal process;
- Provide a mechanism to respond to inquiries outside annual planning.

Cultural Expectations – Ground Rules

- Meetings will start and end on time.
- Turn off digital distractions.
- If you arrive late, please refrain from voting until the next agenda item so as not to interrupt the flow of discussion of those who arrived on time.
- An agenda will be distributed at least 10 days in advance; it will frame our discussions; please try to avoid meeting distractions and sidebar conversations that might take us off agenda.
- Prepare for meetings by reviewing the materials provided in advance.
- Many of your questions can be answered in advance if you'll direct them to officers, staff and committees before the day of the board meeting.
- Minutes will document decisions and actions of the board.
- Decisions of the board shall stand; expressing dissenting opinions after the meeting is inappropriate.
- Please respect new ideas and new people on the board of directors.







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 guidelines establish responsibilities, authority, recommendations, smart practices, trends and best practices.

Types of Committees

Standing Committee as a permanent body and serves the duration of the year.

Subcommittee divide work amongst subgroups.

Task Forces and Ad Hoc Committees are appointed for a specific purpose. The committee disbands at the completion of the assignment. Because members have limited time, committees using task forces or **Check & Balance** Teams (could be task forces but even shorter duration).

Special Task Force, Task-Team, Task-Force and Special Interest Group are often created to solve a specific problem or address a specific interest, such as a special opportunity, such as a strategy.

Check and Balance
Every committee needs leadership.

The chair should have the best understanding of the purpose of the committee and the annual or biennial plan on the way to the next planning cycle and ongoing activities. The chair should be able to communicate a clear vision and desired outcomes to the committee.

Use the chair or co-chair for accountability. The position supports the chair and may become an "year" leader.

Committee follow-up serve as an advisor and supporter. A board liaison is the communication channel between the committee and board. The liaison should be able to report on progress and resources.

Agencies in the Organization
Committees have a "fit" within the organization. Each has an explicit purpose often identified in the governing documents. Identify problems or committee purposes (statements).

Editors of the committee should align with the organization's strategy, strategic goals and resources. Ask frequent well-defined questions and the relationship to the board and staff.

Focus in Committee

- There are no "secret ones" in the committee necessary?
- Clarity of the committee's purpose in terms of task force.
- Committees are all aligned with the organization's strategic goals.
- Technology use, on-line meetings and committee work portals.
- No silos. Committees should interface with other committees to collaborate.

Outcomes and Recommendations
Committees should produce results. For example, articles, creating new educational content, programs, publications, fund raising, a robust special interest section or enhancement in the organization.

Most efforts for committees 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. Board projects with monthly or quarterly reports.

Committee Resources
Directors take the time 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 length of the meeting x \$20 (hour wage) rate.

Information - "Send Lead." Know the vision, history, problems, strategy plan, budget and organizational chart.

Smart Practices and Best Practices
• Committees should meet on-line and work hours.

4. **Account** with committee members in advance before the first meeting call. **Notes** - This refers to the agenda, not to the meeting or the minutes.

5. **Book of order** and help advance the spirit and mission.

6. **Chair** is the meeting in the meeting room. The chair is responsible for setting the agenda, maintaining order, and work with committees and work with committees.

7. **Members** are expected to make an appointment to the committee.

8. **The chair** should face the meeting in the first row. Directors in documents have the right to sit in the first row.

9. **For members** - use a strategy to have a view and relationship with the committee.

Best Practices
Committee as an extension of the board (directors are the representatives of the organization). Consider for the CEO have authority to speak for the committee, report results or support.

Approved Authority when a board chair, though not having an explicit authority, is a board or authority. Authority can be a committee or a staff member. The committee should be a committee or a staff member. The committee should be a committee or a staff member.

Smart Practices
• Committee should meet on-line and work hours.

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.

Shorter is Better

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.



Pg 25

Committee Trends

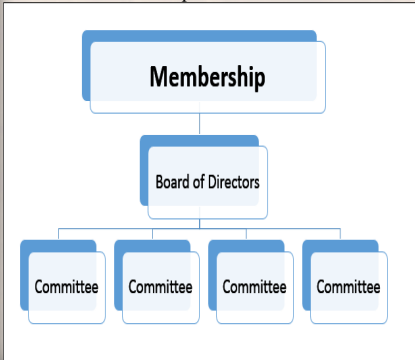
1. Fewer
2. Aligned with Goals
3. Results Driven
4. Engage Members
5. New Names
 - Standing
 - Ad Hoc/Task Force
 - Quick Action Team, Ready Action Team
 - Brain-Trust
 - Micro-Tasks




Pg 26

Board-Committees Relationship

“Keep minutes and waste hours”



Authorized by Board
No Authority to Spend, Contract or Speak
Aligned and Advancing Strategic Plan
Recommendations to Board
Meeting Minutes and Agenda



2013-2017 Strategic Plan

Alignment

I. EDUCATE	II. ENGAGE	III. LEAD	IV. ADVOCATE	V. SERVE
<p>2013-2017 Office Budget Director</p> <p>DELEGATE PROFESSIONAL AND STANDARDS</p> <p>1. Develop and maintain the CAE's professional and standards committee and ensure it remains effective and responsive to the industry.</p> <p>2. Review and update the CAE's professional and standards committee charter to ensure it is current and effective.</p> <p>3. Review and update the CAE's professional and standards committee's procedures and processes to ensure they are efficient and effective.</p> <p>4. Review and update the CAE's professional and standards committee's membership to ensure it is representative of the industry.</p> <p>5. Review and update the CAE's professional and standards committee's reporting structure to ensure it is clear and effective.</p>	<p>2013-2017 Office Budget Director</p> <p>DELEGATE TECHNOLOGY</p> <p>1. Develop and maintain the CAE's technology committee and ensure it remains effective and responsive to the industry.</p> <p>2. Review and update the CAE's technology committee charter to ensure it is current and effective.</p> <p>3. Review and update the CAE's technology committee's procedures and processes to ensure they are efficient and effective.</p> <p>4. Review and update the CAE's technology committee's membership to ensure it is representative of the industry.</p> <p>5. Review and update the CAE's technology committee's reporting structure to ensure it is clear and effective.</p>	<p>2013-2017 Office Budget Director</p> <p>DELEGATE OPERATIONS</p> <p>1. Develop and maintain the CAE's operations committee and ensure it remains effective and responsive to the industry.</p> <p>2. Review and update the CAE's operations committee charter to ensure it is current and effective.</p> <p>3. Review and update the CAE's operations committee's procedures and processes to ensure they are efficient and effective.</p> <p>4. Review and update the CAE's operations committee's membership to ensure it is representative of the industry.</p> <p>5. Review and update the CAE's operations committee's reporting structure to ensure it is clear and effective.</p>	<p>2013-2017 Office Budget Director</p> <p>DELEGATE REGULATORY</p> <p>1. Develop and maintain the CAE's regulatory committee and ensure it remains effective and responsive to the industry.</p> <p>2. Review and update the CAE's regulatory committee charter to ensure it is current and effective.</p> <p>3. Review and update the CAE's regulatory committee's procedures and processes to ensure they are efficient and effective.</p> <p>4. Review and update the CAE's regulatory committee's membership to ensure it is representative of the industry.</p> <p>5. Review and update the CAE's regulatory committee's reporting structure to ensure it is clear and effective.</p>	<p>2013-2017 Office Budget Director</p> <p>DELEGATE COMMUNITY SERVICE</p> <p>1. Develop and maintain the CAE's community service committee and ensure it remains effective and responsive to the industry.</p> <p>2. Review and update the CAE's community service committee charter to ensure it is current and effective.</p> <p>3. Review and update the CAE's community service committee's procedures and processes to ensure they are efficient and effective.</p> <p>4. Review and update the CAE's community service committee's membership to ensure it is representative of the industry.</p> <p>5. Review and update the CAE's community service committee's reporting structure to ensure it is clear and effective.</p>

ASSOCIATION COMMITTEE CHART				
I. EDUCATE	II. ENGAGE	III. LEAD	IV. ADVOCATE	V. SERVE
Professional and Standards Committee	Technology Committee	Operations Committee	Regulatory Committee	Community Service Committee
Finance Committee	Marketing Committee	Human Resources Committee	Public Relations Committee	Education Committee
Membership Committee	Events Committee	Legal Committee	Insurance Committee	Health and Safety Committee
IT Committee	Facilities Committee	Energy Committee	Environmental Committee	Quality Assurance Committee
Information Systems Committee	Transportation Committee	Construction Committee	Manufacturing Committee	Research and Development Committee
Public Policy Committee	Government Relations Committee	Industry Development Committee	Trade Shows Committee	Networking Committee
Communications Committee	Public Affairs Committee	Government Affairs Committee	Governmental Affairs Committee	Governmental Affairs Committee

VISION STATEMENT: Training the next generation through professional and service excellence. MISSION STATEMENT: The American Institute of Education (AIE) is a leading provider of the next generation of leaders.

Pg 28

I Survived a Year on a Committee!

COMMITTEE SURVIVAL TIPS!

Preparation: Before the meeting, read the agenda and understand the committee's purpose. Know the members and their roles. Prepare your own agenda and bring it to the meeting.

Participation: Be active and engaged. Listen to others and share your own ideas. Ask questions and seek clarification. Be respectful and professional.

Communication: Communicate clearly and effectively. Use active listening and feedback. Be concise and to the point. Use appropriate tone and volume.

Time Management: Stay on schedule and respect the time of others. Be prepared to start and end on time. Keep the meeting focused and productive.

Follow-up: Complete your assigned tasks and report back to the committee. Document the meeting minutes and action items. Follow up on any pending issues.

1. Chair & Vice Chair
2. Alignment with Goals
3. Purpose Statement
4. Current Year Charges
5. Metrics, Timelines
6. Board – Staff Liaison
7. Agendas
8. Minutes
9. Committee Notebook or Portal

RCH CAE
Robert Charris, CAE

ELECTED/APPOINTED (CO)PS

<p>COMMERCIAL ALLIANCE BOARD 2nd Half of the year, 12/15/13</p> <p>Robert Charris, Treasurer 2013-2014, 2014-2015 (2013-2014) - Chair (2013-2014)</p> <p>Responsible for managing, reviewing and approving the budget, products and services necessary to meet the needs of Member and associate Member clubs in commercial and retail.</p>	<p>REGULATORY 1st Half of the year, 6/1/13</p> <p>David M. Gault, Chair 2013-2014, 2014-2015 (2013-2014) - Vice Chair (2013-2014)</p> <p>At the direction of the Board of Directors, the Regulatory Committee shall develop and submit recommendations to the Board regarding the Director of RME, including suggested Member benefits and services for the Strategic Plan.</p>
<p>FINANCE 1st Half of the year, 1st/1/13</p> <p>John M. Tamm, Treasurer 2013-2014, 2014-2015 (2013-2014) - Chair (2013-2014)</p> <p>Responsible for managing, reviewing and approving the budget and financial statements for the Association. Also responsible for reviewing and approving the Association's financial statements and for providing financial reports to the Board of Directors.</p>	<p>OPERATIONS 2nd Half of the year, 6/1/13</p> <p>John M. Tamm, Treasurer 2013-2014, 2014-2015 (2013-2014) - Chair (2013-2014)</p> <p>Responsible for managing, reviewing and approving the budget and financial statements for the Association. Also responsible for reviewing and approving the Association's financial statements and for providing financial reports to the Board of Directors.</p>

2013 GLVAR COMMITTEES

MEMBER AND ASSOCIATE MEMBER

who volunteer on the behalf of the Association. We're busy, busy and right on target to our mission of providing the highest quality training and education to our members by becoming a Member of the Association.

GET INVOLVED!

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

The website for the GLVAR is www.glvvar.com. All the forms for volunteer, business card and checklist for professional conduct are available on the website.

CAE
Robert Charris, CAE







Risk Awareness

Insurance Coverages pg 32
Minutes pg 33
Executive Session pg 35
Sponsor or Advertiser pg 36
Public Records pg 37
Speaking for the Assoc. pg 39
Antitrust pg 41
Policies pg 42
Copyright -
Dues Notices -
Guests at Board Meetings -



Pg 33

Meeting Minutes

1. Audio Recordings
2. No Side Bar Conversations
3. Protect Organization w/ Self
Serving Statements
4. Distribution Policy
5. **Committee Minutes, too.**



Risk Awareness

Insurance Coverages pg 32
Minutes pg 33
Executive Session pg 35
Sponsor or Advertiser pg 36
Public Records pg 37
Speaking for the Assoc. pg 39
Antitrust pg 41
Policies pg 42
Copyright -
Dues Notices -
Guests at Board Meetings -



2009 FTC

Trade assoc. to have measure of antitrust avoidance.

The consent decree offers key guidance on antitrust compliance for trade associations and their members. The decree makes clear that the FTC expects trade associations to adopt clear antitrust compliance measures and to enforce them rigorously. The decree required an appointment of antitrust legal counsel for NAMM, annual antitrust training for the board of directors and staff, the presence of antitrust counsel at all association events and meetings, and the review and approval of agendas and materials prior to distribution at meetings.



A Reminder to Trade Association Members: "No-Poaching" Codes of Ethics Can Cause Antitrust Problems

posted on: Thursday, August 28, 2014

Trade associations are a collection of competitors and, as such, can raise potential antitrust risks. In particular, an association's code of ethics might effectively be an agreement between members not to compete among themselves. Recent Federal Trade Commission (FTC) enforcement actions serve as reminders to associations and their members that antitrust authorities take seriously any such antitrust violations.

On August 22, 2014, the FTC accepted for public comment separate consent orders with the National Association of Residential Property Managers (NARPM) and the National Association of Teachers of Singing (NATS). Each association supports its thousands of members and their customers in numerous legitimate ways. Unfortunately, each association also had a code of ethics that contained provisions the FTC considered agreements not to compete. NARPM's code made it unethical for a property manager to "knowingly solicit competitor's clients." NATS's offending provision read,



The screenshot shows a document titled "ANTITRUST AVOIDANCE" with several sections: "Introduction", "Prohibited Practices", "Ethics Provisions", "Antitrust Compliance", "The Bottom Line", and "Antitrust Avoidance". The document is presented as a collage of overlapping pages. The RCH CAE logo is visible in the bottom right corner of the document.

Risk Awareness

Insurance Coverages pg 32
Minutes pg 33
Executive Session pg 35
Sponsor or Advertiser pg 36
Public Records pg 37
Speaking for the Assoc. pg 39
Antitrust pg 41
Policies pg 42
Copyright -
Dues Notices -
Guests at Board Meetings -





Pg 43-47



STRATEGIC PLANNING

Organizations with a good strategic plan are more successful. The plan provides a roadmap for leadership and staff. They work as a team to achieve common goals over several years. The Strategic Planning guide describes the process for planning, developing the plan, and implementation.

Why Have a Strategic Plan

- Leadership** – The plan clarifies the organization's mission and vision.
- Accountability** – Provides a clear picture of the organization's responsibility to mission and strategy.
- Performance** – Planning allows leaders to identify the organization's strengths and weaknesses, and to set goals that are realistic and achievable.
- Allocation of Resources** – Planning is the discipline of allocating resources and funds.
- Development and Evaluation** – Good plans include performance measures and strategies to monitor and improve them.
- Accountability** – The plan should be developed by the board and leadership.

Components of Planning

Understanding of and commitment to the organization's mission and vision.

Mission – The purpose for existence, why we exist or our reason for being.

Vision – Statement of aspiration, how the organization will affect the future of the organization, community or stakeholders (members).

Values

Guiding principles of the leadership and staff.

Goals – The core competencies to which resources will be allocated. In setting goals, consider the acronym SMART: Specific, Measurable, Attainable, Relevant and Timely.

Strategies – Approaches and programs for achieving the mission and goals.

Tactics – Assignments, accountability and deadlines.

Performance Measures – Methods to measure progress.

Residual Plan – An annual detailed program of work linked to the strategic plan.

Strategic Planning

Work preparation, focus and the right of an organization can be developed in a strategic plan. Because discussions will be required, it is best to do the plan over a consecutive day – giving everyone a relaxing break after the first day.

The room should be set up in an open U, with a flip chart at the front. Ensure that seating is comfortable, and food and beverages are readily available. Natural light is preferred to a room without windows.

Strategic Planning – Set last 3 or 7 goals, allowing the organization to focus efforts on its core competencies.

Strategic Planning – A mission statement that is visionary can replace the need for vision and vision statements.

Strategic Planning

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Strategic Planning – Set last 3 or 7 goals, allowing the organization to focus efforts on its core competencies.

Strategic Planning – A mission statement that is visionary can replace the need for vision and vision statements.

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

CAE
CHarris, CAE

The Strategic Plan

- Road Map
- Allocation of Resources
- Every 3 Yrs +/-
- Responsibility of the Board
- End or Start of Term?
- Guide for Committees and Staff
- Prioritization and Elimination

RCH CAE
Robert CHarris, CAE

STRATEGIC PLANNING

Operations with a goal strategy plan in one scenario. The other scenario is leading to failure and will be revised in another scenario. The Strategic Planning process is as follows:

- 1. **Define:** The plan identifies the organization's mission and vision.
- 2. **Measure:** The plan identifies the organization's current performance and sets a goal to improve performance.
- 3. **Implement:** The plan identifies the organization's current resources and sets a goal to improve resources.
- 4. **Monitor:** The plan identifies the organization's current progress and sets a goal to improve progress.
- 5. **Adjust:** The plan identifies the organization's current status and sets a goal to improve status.

Terminology of Planning

Why Invest in Strategic Planning?

1. Define: The plan identifies the organization's mission and vision.

2. Measure: The plan identifies the organization's current performance and sets a goal to improve performance.

3. Implement: The plan identifies the organization's current resources and sets a goal to improve resources.

4. Monitor: The plan identifies the organization's current progress and sets a goal to improve progress.

5. Adjust: The plan identifies the organization's current status and sets a goal to improve status.

6. Evaluate: The plan identifies the organization's current results and sets a goal to improve results.

7. Communicate: The plan identifies the organization's current message and sets a goal to improve message.

8. Collaborate: The plan identifies the organization's current partners and sets a goal to improve partners.

9. Innovate: The plan identifies the organization's current ideas and sets a goal to improve ideas.

10. Sustain: The plan identifies the organization's current success and sets a goal to improve success.

2014-2017 STRATEGIC GROWTH PLAN

OUR MISSION
To lead in advocacy and support for elementary and middle-level principals and other education leaders in their commitment to all children.

Our growth plan was guided by our Vision 2021 overarching goals which focus on:

LEADING
education on behalf of children;

LEARNING
to increase knowledge, skill and impact;

COMMUNITIES
of leaders who connect, learn and share; and,

ORGANIZATIONAL TRANSFORMATION
through capacity building.

STRATEGIC GOALS

GOAL 1: Elevate visibility for, and serve as the voice of, PK-6 principals in the national education agenda.

GOAL 2: Influence educational policy that recognizes and supports principal competency and practice.

GOAL 3: Be a primary source and recognized leader for effective principal standards and practices.

GOAL 4: Serve as a national support system for new principals.

GOAL 5: Serve as a vibrant community for PK-6 principals in all career stages and settings.

GOAL 6: Expand NAESP's reach and membership in existing and new markets.

GOAL 7: Expand NAESP's capacity to serve members and strengthen the profession by ensuring financial growth and stability.

GOAL 8: Employ association best practices to enhance operations and productivity.

Strategic Plan 2016-2020

MISSION
To serve, represent and support member water and wastewater utilities.

VISION
TRWA's vision is to be a recognized leader on water and wastewater utility issues, to be the premier provider for education and expert assistance due to our well-qualified and knowledgeable staff, and to have an active and engaged membership.

ORGANIZATIONAL VALUES

- Professionalism
- Communication
- Job Knowledge
- Attitude
- Adaptability
- Teamwork

GOALS & STRATEGIES

The board established six goals, and within these goals everything we do is strategically aligned. As we review existing programs and look at new opportunities to enhance membership value, we will use these goals as our road map.

The Voice of Veterinary Medicine

Value for Members

Viability of MVMA

Promoting the importance of the veterinarian as a medical professional in his or her role in protecting animal and public health.

Mississippi Veterinary Medical Association
www.msivet.org

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TMA 2010

ROADMAP TO THE FUTURE

Texas Medical Association

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:

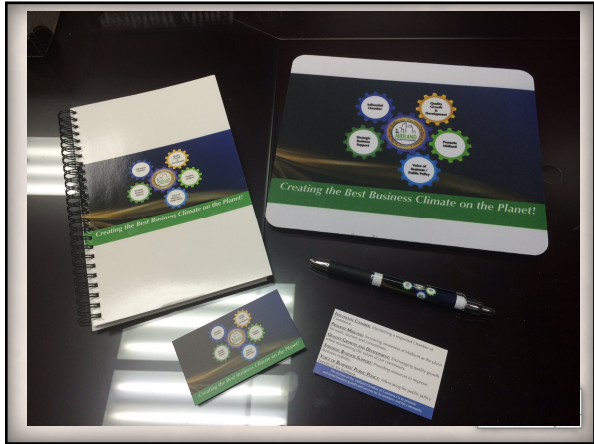
1. Enhance the public image of TMA member physicians.
2. Reinforce the physician's role as the leader of the health care team and promote appropriate roles of the professions on the team.

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.

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2014-2015

Your Mission Statement

I. Code of Ethics	II. Advocacy	III. Consumer Outreach	IV. Support for Realtor Organization	V. Technology	VI. Financial Solvency

May 17, 2014 – Every assoc. of Realtors shall annually demonstrate compliance with the following core standards.

Attestation of compliance
 X
 Date _____



Contra Costa Association of REALTORS®
CCAR
Strategic Plan 2015 - 2017

Mission Statement
The Contra Costa Association of REALTORS® serves its members with relevant products and services, promoting the highest standard of professionalism, while safeguarding real property rights.

Vision Statement
The Contra Costa Association of REALTORS® always leading its members into a successful future.

Goals 2015-2017

Goals are the core competencies of the association; areas where the board is committed to allocating time and resources [committees, staff, funding, etc.]

I. Innovative Strategy
II. MLS Future
III. Government Relations and Advocacy
IV. Consumer Outreach
V. Professional Standards and Education

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IV. Consumer Outreach
A. VOICE OF REAL ESTATE
B. COMMUNITY AWARENESS
C. CONSUMER ADVOCACY
D. COMMUNITY INVESTMENT
E. CREDIBLE RESOURCE

V. Professional Standards and Education
A. EDUCATIONAL OFFERINGS
Goals 2015-2017
I. Innovative Strategy
II. MLS Future
III. Government Relations and Advocacy
IV. Consumer Outreach
V. Professional Standards and Education

C. TECHNOLOGY

D. PROOFPOINTS AND SERVICES

A. ECONOMIC BALANCE

B. COLLABORATION

C. EXPANSION OF DATA SERVICES

III. Government Relations and Advocacy
A. REALTOR ACTION FUND (RAF)
B. CALLS FOR ACTION
C. PROPERTY RIGHTS
D. ISSUES MANAGEMENT
E. GRASSROOTS INVOLVEMENT

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Pg 44

Strategic Planning Process
(90 Days - Start to Finish)

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Before (Pre-Planning) Phase I - 60 Days	During (On-Site) Phase II - 1/2 - 2 Days	After (Post-Planning) Phase III - 30 Days
<ul style="list-style-type: none"> Determine Need for Plan Select Date & Timeframe Select Retreat Setting Select Facilitator Select Participants Conduct Survey(s) Prepare Reports 	<ul style="list-style-type: none"> Set the Scene – Purpose Report on Findings Review Prior Plan Affirm Mission, Vision, Values Consensus on Goals Set Strategies Set Performance Measures Accountability - Tactics 	<ul style="list-style-type: none"> Circulate the Draft Officially Adopt Plan Promote Results Appoint Plan Champions Include on Agendas Integrate* (Budgeting, Marketing, Membership Campaigns, etc.)

NEFAR Board Agenda

Welcome

Call to Order and Roll Call

Reminder of Antitrust, Confidentiality and Conflict of Interest

Acceptance of Excused Absences

Acceptance of Agenda

Acceptance of the Minutes

Budget and Finance Committee Report

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

Strategic Goals

- Advocacy and Government Relations
- Education and Professional Development Standards
- Successful Realtor Operations Membership
- Community Service and Realtor Awareness
- Model Association, Sustainability, Resource Mgmt.


Unfinished Business

New Business

Meetings Calendar

Adjournment

To serve as your advocate and resource for Real Estate in Northeast Florida.



Keeping the Plan in Front of the Board

Pg 46

NORTH EAST FLORIDA ASSOCIATION OF REALTORS

Strategic Plan

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

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

Strategic Goal #1

The Voice and Advocate of Realtors®
Government Relations and Public Awareness

Strategies

- Government Affairs
 - Collaboration with Northeast Florida Regional Chapters and Associations
 - Create Member/Public Awareness of Economic Impact of Public to Private, RMC
 - Local, State, National Monitoring and Alliance
 - Affordable Housing Practices and Initiatives
 - Create Relationships with Greater Goals
 - Home Retention Legislation
 - Monitor & Support National Health Insurance Benefits in Congress
- Communications/Public Relations
 - Provide Voice for Homeownership
 - Create Long Range Marketing Communications/Public Relations Plan on the Role and Value of Realtors and NEFAR.

Strategic Goal #2

The Realtor® Knowledge Center
Education, Professional Development, Resources and Knowledge in Real Estate

Strategies

- Annual Future Forecast Report
- Recurse & 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 will take a leadership role in the community by offering assistance to homeowners and members of the public who are unable to sell their homes. NEFAR will 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

Frequent Goal Areas

1. Advocacy (Influence)
2. Membership Value, Engagement
3. Education/Professional Development
4. Community Engagement, PR
5. Sustainability, Association Strength



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 THE NONPROFIT CENTER: PROMOTING THE ASSOCIATION MANAGEMENT PROFESSION

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Online Education

Training Videos

References

Photo - PR Purposes

Welcome

Bob has 25+ years experience with associations, chambers and other nonprofits. His seminars are interactive, focused on core-knowledge and practical 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 & fun" 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."



FAILURE IS NOT AN OPTION



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Tool Kit

Policy Management

Toolkits Free

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

Contents

The Purpose of Policies

Definitions

Policies are NOT Procedures

Precautions

Policy Development

IRS Policies

Errors in Policy Adoption

Creating a Policy Manual

From Minutes

From Bylaws

Policy Management

Common Policies

Appendix

Anti-bid Avoidance

Savings Reserve

Insurance Coverages

Financial Audit

Policy Management Tool Kit

Record Retention	11
Meeting Minutes	11
CEO Performance Evaluation	11
Consent Agenda	12
Executive Session of the Board	12
Liquor Usage	12
Liquor Service	13
Board Confidentiality	13
Waiveletter	14
Public Records	14
Guests Attending Board Meetings	14
Authority of Committees	14
Diversity	14
Listeners and Bulletin Boards	14
CEO Compensation	15
Conflicts of Interest	15
Strategic Planning	15
Operating Framework for an Association	16

Tool kit developed by Bob Harris, CAE. For samples and tips on association governance and management, visit www.nonprofitcenter.com

AE
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Assoc. Excellence

INVENTORY ASSESS, IMPROVE

Introduction
Planning and measuring a group's activities in a systematic manner requires having objectives in administration, governance, strategy and systems. This is especially true in voluntary organizations of the social and public service, the health care and non-profit sectors. For example, changes in IRS Code 501(c)(3) and Sarbanes-Oxley are the "trigger" for this checklist inventory, among others.

Process
With an overall focus on review and analysis, with an aim to reflect on how the group has performed and what the effort can be for the future.

Features
The list identifies important issues that are pertinent to assessing the organization.

Discussion

Eight categories include:

- Governing and Legal Documents
- Financial Information
- Risk Management and Insurance
- Board and Committee Leadership
- Internal Controls
- Human Resources
- Marketing
- Operational Issues

Grading Scale
Answer questions based on the number of items:

- A - 100% complete and in place
- B - 75% complete and in place
- C - 50% complete and in place
- D - 25% complete and in place
- E - Does not apply

Results
An estimate of completion or action may be based on a score of additional information. The score is a composite of the following:

Item	Definition	Assessment Scale
Administrative	Should be able to articulate the mission and vision.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E
Board/Management	A clear statement describing the organization's objectives. The content should include a mission statement, the focus statement and goals.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E
Internal Controls	Internal controls should be in place to monitor performance. Examples include: internal audit, risk management, etc.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E
Financial Information	The Board level should be able to articulate the group's financial performance. For example, the Board should know the group's revenue, its membership, the group's expenses, its assets and liabilities, its annual budget, etc.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E
Human Resources	Human resources should be able to articulate the group's human resources. For example, the Board should know the group's human resources, its assets and liabilities, its annual budget, etc.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E
Marketing	Marketing should be able to articulate the group's marketing. For example, the Board should know the group's marketing, its assets and liabilities, its annual budget, etc.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E
Operational Issues	Operational issues should be able to articulate the group's operational issues. For example, the Board should know the group's operational issues, its assets and liabilities, its annual budget, etc.	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E

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Yes, I am interested.
 No, thank you.

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