



# **BOARD 101 LEADER TRAINING**

**APRIL 12, 2017**

**PRESENTED BY  
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MEETING EXPECTATIONS**

# MPI Presentations Objectives

- MPI Global and it's chapters
  - requirements, support & metrics
  - resources & training available
- What does a great board look like
- General board responsibilities
- Legal responsibilities
- Board functionality
- Being a good leader





# **GLOBAL PERSPECTIVE**

# MPI Global – Key Facts

- Largest Meeting and Event Industry Association Worldwide
- A community of 60,000 Meeting & Event Professionals with:
  - 17,000+ Members
  - More than 90 Chapters & Clubs in 19 Countries
- More than \$26 Billion in Global Buying power
- 5,200 Planner Members Exclusive to MPI have about \$11.5 Billion in Buying Power



# MPI Vision and Mission

- **Vision:** Leading and empowering the meeting and event community to change the world.
- **Mission:** Connect the global meeting and event community to learn, innovate, collaborate and advocate.



# MPI Global and Chapter Partnership

## Understanding the Relationship



# MPI Global & Chapter Partnership



# Chapter Business *IS* Real Business

- Members = Business Owners & Customers
- President = CEO
- Board = Management Team
- Board Meetings = Staff Meetings





# 2017 Annual Performance Standards

- **Membership Satisfaction & Engagement of Services**
- **Leadership**
- **Administrative & Financial Practices**
- **Net Profit**
- **Communications**
- **Educational Offerings**



# Compliance Documents



- **Business Planning Documents - June 15, 2017.**
  - ✓ Business Plan
  - ✓ Budget
  - ✓ 18 month Education Calendar
  - ✓ Marketing Plan
  - ✓ Succession Plan
  - ✓ Current Bylaws
  - ✓ Current Policies
  - ✓ Board 101 & Conflict of Interest Confirmation
- **Monthly Dashboard – by 30<sup>th</sup>**
- **Chapter Admin Evaluation – by Aug 1**
- **Tax Returns – by October 1, 2017**
- **Year-End Financials – by October 1, 2017**
- **2018-2019 Board Slate – by March 1, 2018**



# Your Chapter Business Manager

- Supports & Ensures Chapter Management
  - Execution of Business Plan & Metrics
  - Healthy Financial Management
  - Oversight of Performance Standards
  - Succession Planning Guidance
  - Retreat Planning & Execution
- Membership Retention & Growth
- Focus on Sustainable Solutions
- Support Your Success
- Valuable Resource



# CBM Assessment Tools

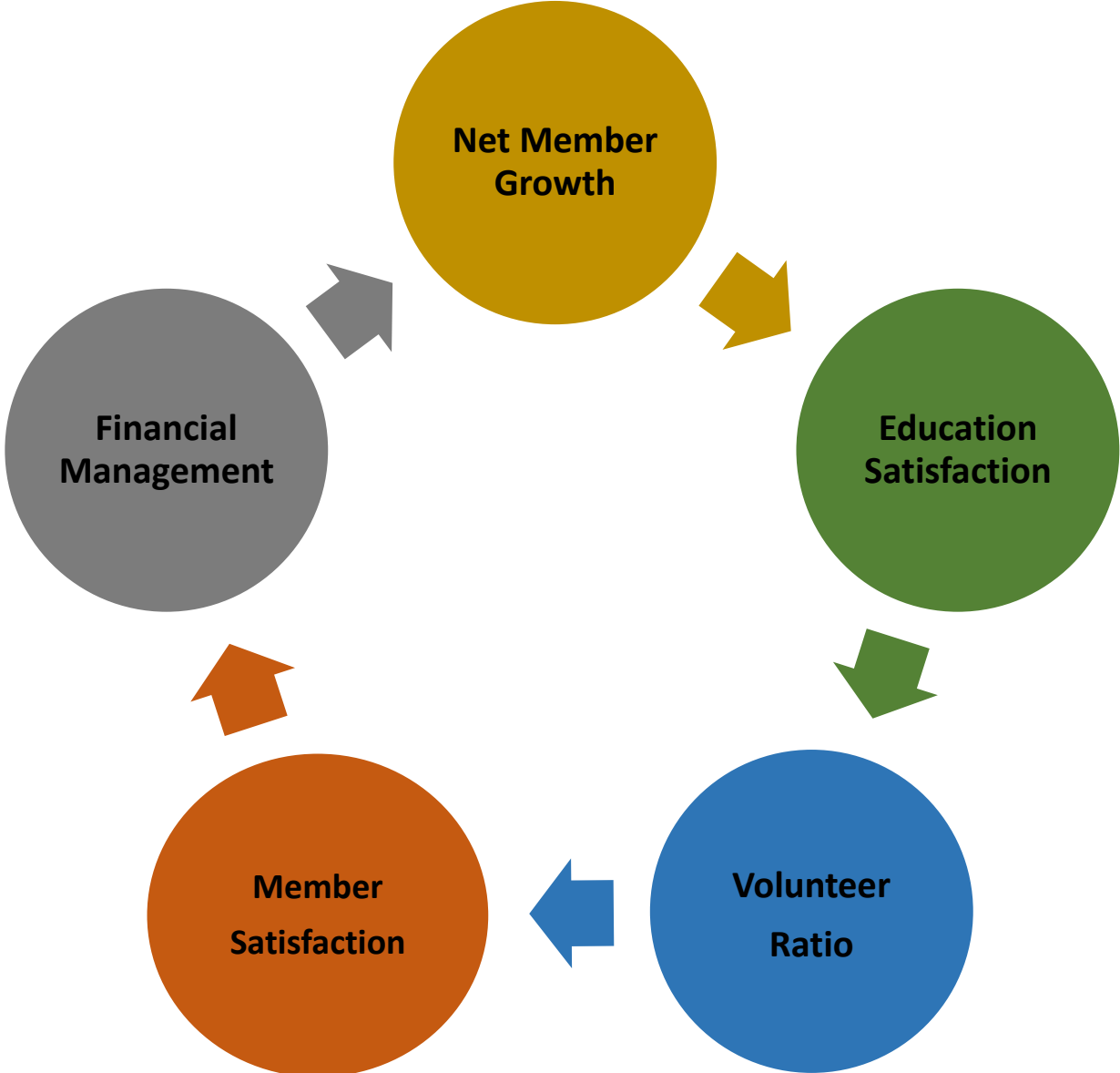
- Monthly Dashboard
- Chapter Board Meeting Packet
- Chapter Communications
- MPI Global Membership & Chapter Survey
- Chapter Needs Assessment Surveys
- Chapter Retreats
- Digital Presence
- Governance Documents





# **CHAPTER METRICS**

# 2017-2018 Metrics





Chapter  
Support -  
*“And the  
Winners Are...”*

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# Chapter Support Initiatives

- Continue to Grow Membership
  - Retention, Engagement, Recruitment
- Digital Transformation Initiative
  - 2% Chapter Investment From Rebates
- Preferred Admin Program
- Professional Development
- Live Event Portfolio
- Facilitator Training Program

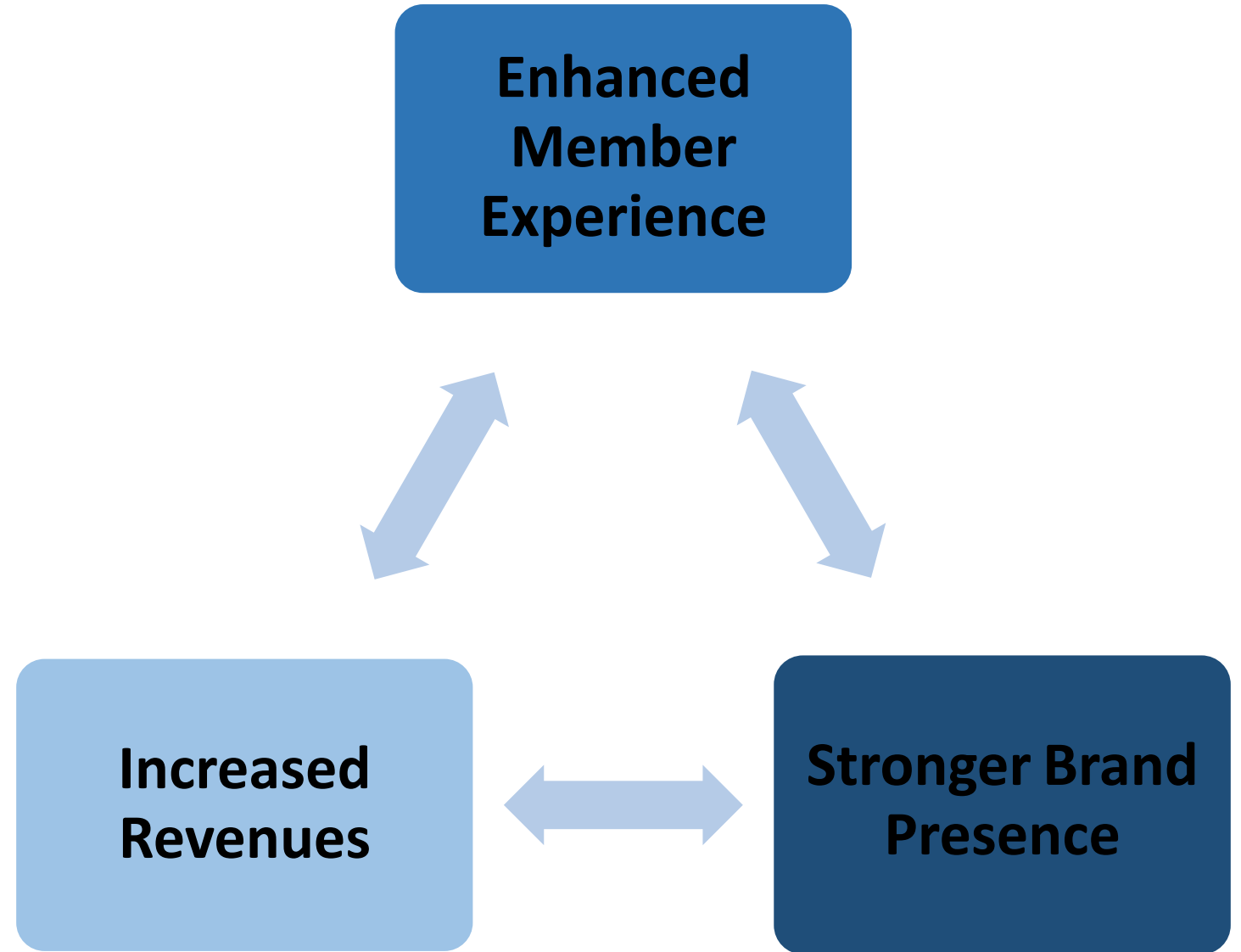




# Preferred Chapter Administrator Program



# Digital Transformation





# **CHAPTER LEADER TRAINING RESOURCES**

# Chapter Leader Resource Page

## How to Access the CLRP

- Visit [www.mpiweb.org](http://www.mpiweb.org)
- Log in to your account
- Select Chapter Leader Resources
- Access available **NOW** to all 2017-2018 Board Members



SEARCH

- SPEAKER RESOURCE
- DESTINATION FINDER
- ADVERTISING & SPONSORSHIP
- GLOBAL MARKETPLACE
- CHAPTER LOCATE
- COMMUNITY SEARCH
- CHAPTER LEADER RESOURCES
- MEMBER INFORMATION
- STORE

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## MPI Chapter Leaders, here are the resources you need to lead



### MEMBERSHIP

- Reports
- Toolkits
- Best Practices



### EDUCATION

- MPI Speaker Resource
- Ready, Set, Meet Program
- Best Practices



### OFFICE OF THE PRESIDENT

- Governance
- Board Business
- Leadership Training



### MARKETING & COMMUNICATIONS

- Toolkits
- Brand Standards
- Best Practices



### FINANCE

- Budgeting
- Sponsorships
- Best Practices



### EUROPEAN CHAPTERS

- European Business Plans
- European Chapter Metrics
- EMEC & Chapter Events

VIEW YOUR DASHBOARD

MPI SPEAKER RESOURCE

### Updates from MPI Global

#### 2014 YEAR IN REVIEW

by Brad Shanklin  
Tuesday, December 09, 2014

With economies slowly beginning to wake up from the years-long recession slumber, important social progress was able to take some much-needed steps toward permanency... [more](#)

#### CBS 2014: DISCOVER. DEVELOP. LEAD.

by Brad Shanklin  
Wednesday, September 03, 2014

When Thursday, September 18, 2014 - Saturday, September 20, 2014 Where The Fairmont Dallas 1717 N. Akard Street Dallas, TX 75201 Attire Business Casual 2014 Chapter Business Summit Overview New discoveries await you as a chapter leader at the 2014 Chapter Business... [more](#)



MEETINGS MOVE US FORWARD

### INDUSTRY VOICE



# Leader Trainings 2017-2018 Term

## Training Opportunities:

CBS Annually – 2018 dates and location TBD

Chapter Leader Forum – June 19, 2017

Leader Calls Bi-Monthly

Leader Webinars

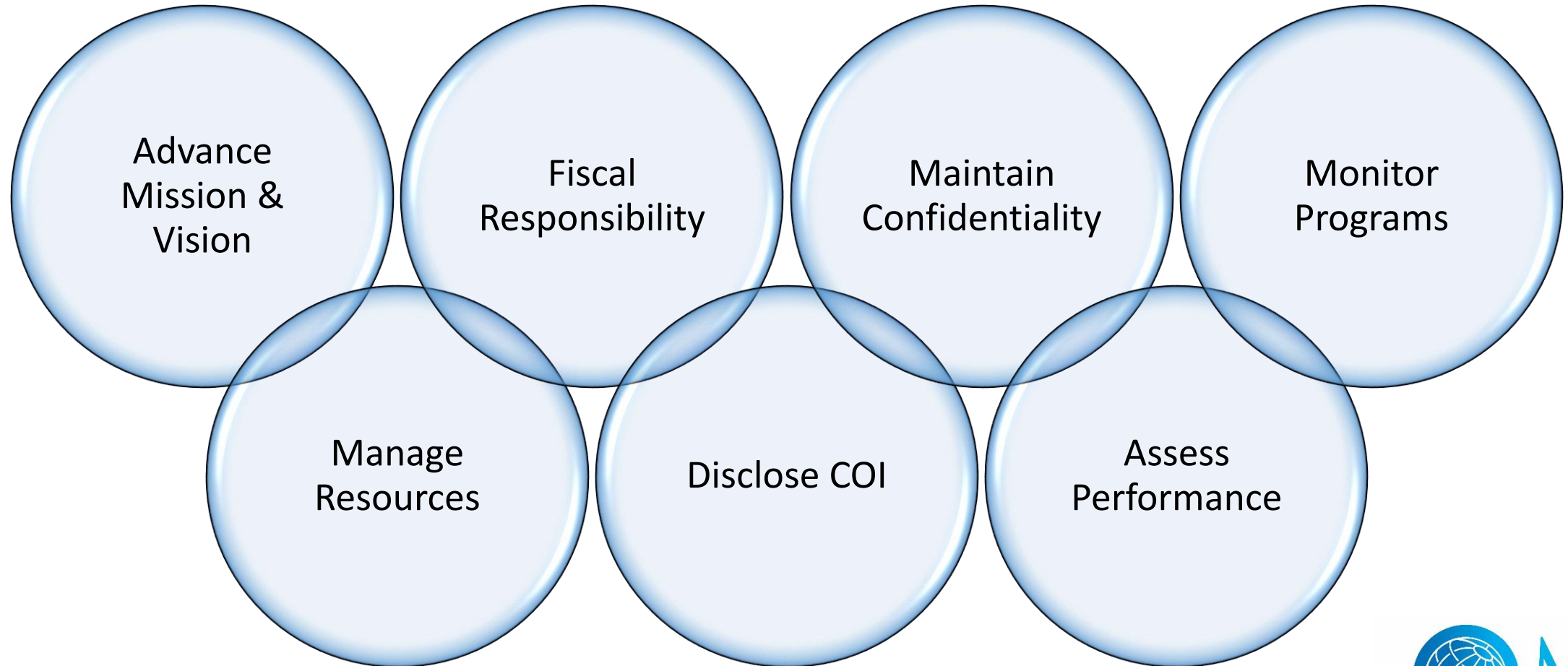
- Board 101
- Nominations & Transitioning
- Support Initiative Trainings
- Role Specific as Needed





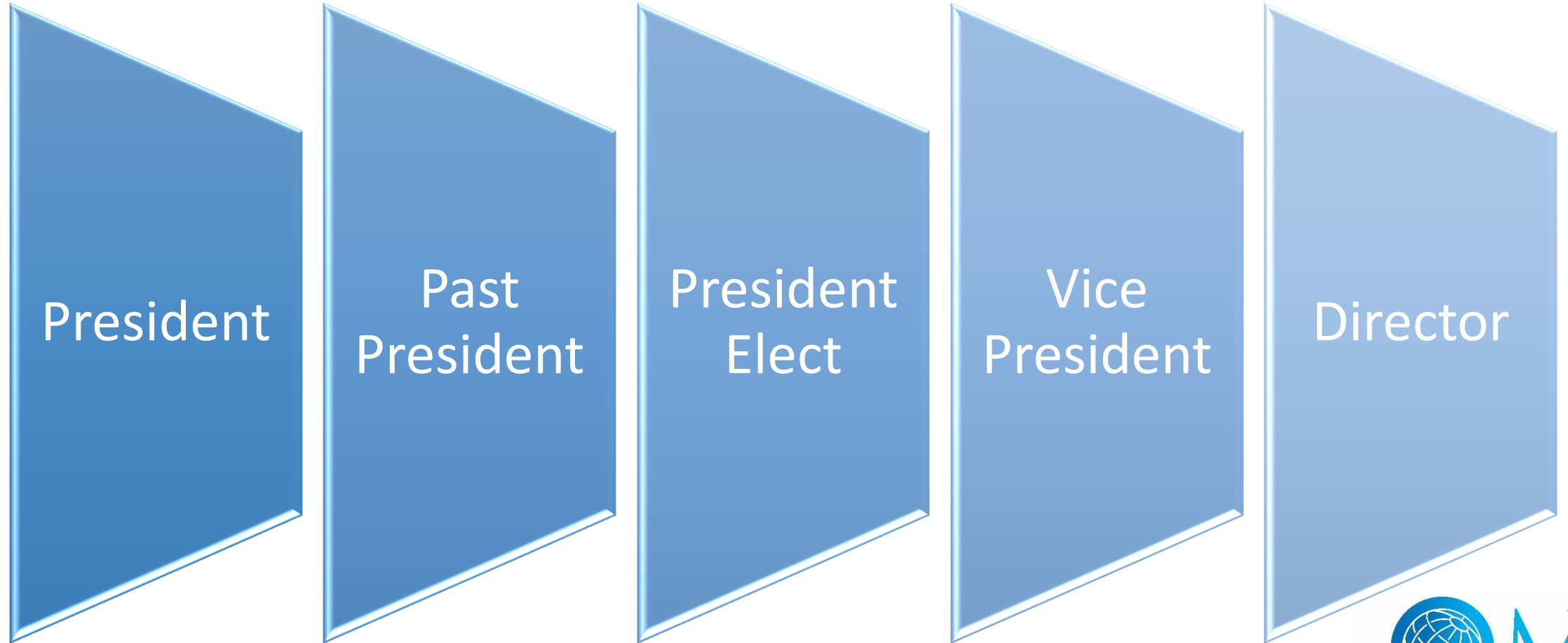
# **SERVING ON A BOARD**

# General Board Responsibilities





# Board Structure



# Role of Committees

- Extend the work of the board
- Provide regular reports on committee activities
- Recruit and plan for future leadership
- Be representative of the membership's diversity

## Board Liaison's Role to the Committee

- Share information between the Committee and Board
- Support the committee's activities



# Board in Action

- No individual authority as board members
- All authority belongs to the board as a whole when acting as a group
- No speaking on behalf of organization without authorization
- Board should deal with issues affecting the WHOLE organization, not individuals



# **LEGAL RESPONSIBILITIES**

# Legal Duties of Board Service



Duty of Care



Duty of Loyalty



Duty of Obedience

# Duty of Care

- Attaches to you personally
- Responsible to entire membership
- Informed and independent judgment
- Protect confidential information
- Duty continues indefinitely beyond term of service

# Duty of Loyalty

- Speaks to the situation at hand
- Eliminate motivation of personal gain
- Disclose any Conflict of Interest
- Do what is in the best interest of the organization regardless of its impact on other things to which you are “loyal”

# Duty of Obedience

- Applies to the group as a whole
- Follow laws, policies, rules and ethics
- Engage in open dialogue; participate
- Speak with one voice; united front
- Do not speak poorly of decisions





**Conflict of Interest** = an individuals' obligation to further the organization's mission is at odds with their own financial or personal interests

# Addressing a Conflict of Interest

## Step 1

Disclose Conflict of Interest



## Step 2

Board determines if actual conflict exists



## Step 3

Board decides action:

1. Excusal from discussion
2. Excusal from deliberation
3. Excusal from decision
4. Resignation



## Step 4

Document decision in minutes

# Liability of Directors

- Breach of fiduciary duties
  - Disregard of duties to the organization
- Third party claims
  - Harm caused to another
- Statutory liability
  - Anti-trust, discrimination

# Minimize the Risk

- Insurance
  - Directors & Officers Insurance
  - General Liability Insurance
- Legal Duties
  - Use good judgment
  - Avoid conflicts of interest & personal gain
  - Follow governing documents



# Hierarchy of Documentation



# Nonprofit Status

	MPI
Tax Status	501(c)(3)
Definition	Charitable, Educational or Scientific Organization
Contributions	Deductible
Lobbying Activities	Very limited lobbying allowed
Political Activities	No – Cannot be involved in a political campaign
Federal Income Tax	Exempt (with exceptions)

Nonprofit is a tax status;  
not a way of doing  
business.

Nonprofit does not mean  
NO profit.



# Bylaws

- Define the operational framework of the organization
- Your Contract with your members
- MPI Minimum Standards
- Changes to the Bylaws require:
  - Approval by MPI
  - Approval by chapter membership



# Chapter Policies & Procedures

## **Policies:**

- Set parameters for decision-making
- Set by the Board of Directors
- New policy manual for chapters

## **Procedures:**

- Step-by-step processes detailing how to accomplish tasks in the organization
- Executed by Staff and Volunteers
- Conduct an annual review of P&P to ensure accuracy and relevancy
- Required minimum policy manual implemented last term
- A change to P&P should be presented to the Board as a written motion







# **BOARD FUNCTIONALITY**

# The Basics

## Communication

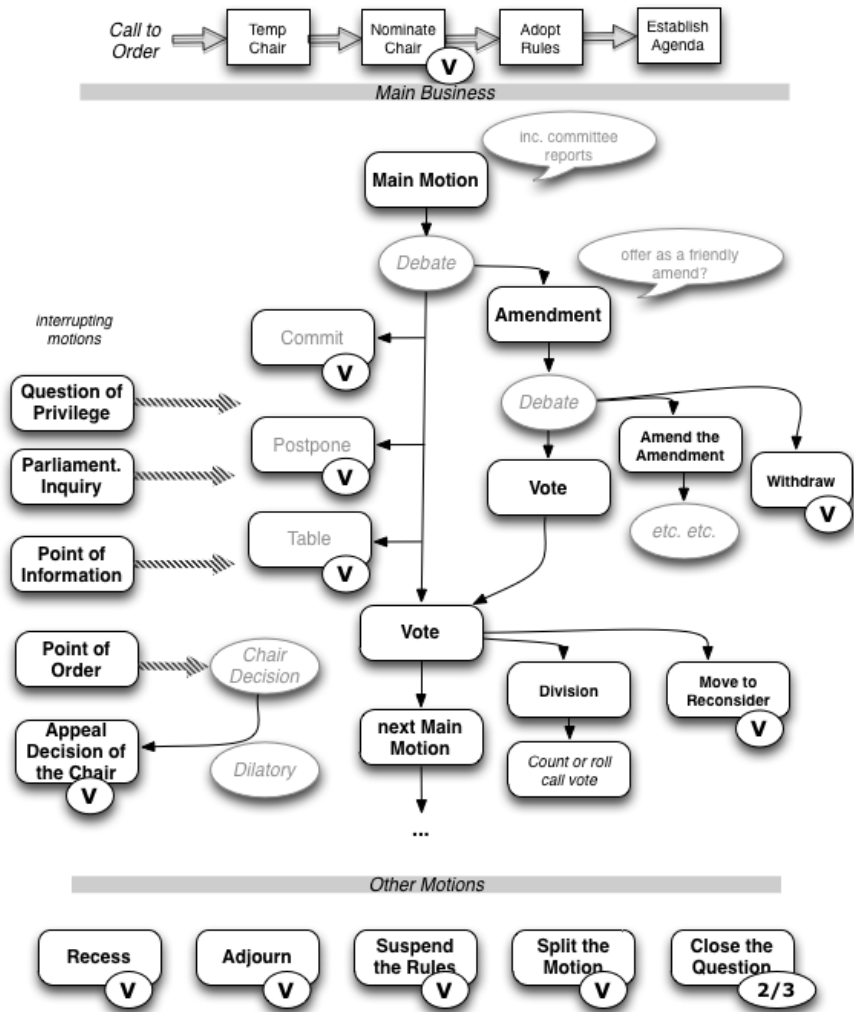
- Ensure Board and Committee communications are strong
- Bring important committee discussions to the board

## Preparation

- Complete and submit your board reports
- Know and work within your budget
- Be familiar with sponsorships, marketing, education and membership resources

# Robert's Rules of Order

Robert's Rules Diagrammed



- All board meetings should be run using at least the basics of parliamentary rules
- One matter is considered at a time
- Motions:
  - seconded, discussed and voted on
  - can be amended
  - belong to the whole board
- Board members are responsible for board decisions even if absent or not voting

# Motions in Action

- All Board members (except the chair) should vote unless they have a conflict of interest.
- Abstaining from a vote should be reserved for conflict of interest situations only and should be documented in the minutes.
- An abstention counts as a no vote as it is included in the quorum.
- The time to disagree is during deliberation.
- Abstaining or disagreeing does not release the Board member from the duty to speak with one voice.



# Meeting Minutes

- Minutes are a requirement for every board and executive committee meeting
  - Minutes are a record of what was considered and accomplished NOT a record of each statement made or opinion expressed
  - Minutes are a service to those who attended the meeting as an accurate historical reference NOT a service to those unable to attend to recap the meeting



# Consent Agenda

- Maximizes board meeting effectiveness
- Batched list of items for approval by the Board that are provided in writing prior to the meeting. Includes:
  - Meeting Agenda
  - Previous Meeting Minutes
  - Committee and/or Board Reports
  - Monthly Financial Reports
- Any Board member has the right to pull an item off the consent agenda because of a controversial issue. When requested, it is done with no questions asked.
- In a single motion, the Board approves every item on the consent agenda.





**SUCCESSFUL  
YEAR AHEAD**

# How to Succeed

- Be Prepared
- Be a Strong Leader - What does that look like?
  - They have a vision
  - They ask what and why, challenge the status quo
  - Seek change if necessary and focus on goals
  - Be influential in your membership
  - Deal with the conflict
  - Set Standards of Excellence





# How to Succeed

- Be solution oriented
- Walk the talk
- Develop others by building committees and sharing the work
- Leave a good legacy



# What Do Great Leaders Do?

Characteristics	Weak Members	Ok Members	Good Members	Great Members
What they say	It'll look great on my resume!	What do I have to do?	How may I help?	Thanks for the opportunity.
What they add	Dead weight	Basics	Dedication	Passion
What they take	Valuable spot	Instructions	Role seriously	Time to care
How they look	Cool	Regular	Eager	Unassuming
What they read	TV guide	Time magazine	Books	Robert Greenleaf
Whom they serve	Themselves	Their obligations	The nonprofit	The community

# Leave a Legacy of Leadership

- A good name, like goodwill, is gained by many actions and lost by one.  
– Lord Jeffery
- Blessed are the flexible for they will never be bent out of shape.  
– Anonymous

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THANK  
**YOU**  

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