

BOARD OF DIRECTORS – RESPONSIBILITIES

The IGBO Bylaws outline general responsibilities and duties of the individual Directors and IGBO Representatives. However, there is considerably more that goes into making an effective and successful Director. The following pages present "job descriptions" of Executive Officers and other Directors. Most are written by individuals who have served in the office.

Candidates for an elected office in IGBO are encouraged to review these responsibilities. As IGBO strives to respond to the changing needs of the membership, including expanding beyond the core base of the United States and Canada, it will need the skills of volunteers who are willing to sacrifice their time, money and talents to achieving those goals.

IGBO began as a small, social organization and expanded into the non-profit organization of the 1990s. However, the primary objective has remained the same: Providing its members fun in a bowling environment. That always must be our goal even as we seek to provide more and better service to our growing membership.

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President

Serving as President of the world's largest gay/lesbian individual sports organization is to volunteer for a full-time job – without pay. The President assumes full legal and financial responsibility for an organization that encompasses more than 14,000 members and continues to expand.

The IGBO Bylaws outline specific requirements for the office of President, but they address only part of the responsibilities. In addition, the President of IGBO:

- A. Is the chief executive officer of IGBO. He/she is directly responsible for ensuring that the legal and financial obligations are met. All contracts entered into by IGBO must carry the signature of the President, following the approval of three executive officers. This includes contracts for the Mid-Year and Annual Tournament General Membership meetings, vendors and salaried employees (if any).
- B. Is the official representative of IGBO both within and outside the organization. At times, the President may elect to delegate another Director or IGBO member to represent IGBO in an outside forum.
- C. Should be a leader in planning IGBO's future. This does not mean he/she should do all the detail work. It means that the person should create an environment that encourages others to participate in the growth process. The long term success of IGBO depends upon steady influx of new people and new ideas and muscle power to make those ideas reality. This includes **all** IGBO members regardless of race, gender, religion and/or sexual orientation.
- D. Should be the leader in encouraging officers, committee members and all IGBO members to develop ideas to enhance the organization, "sell" them to the membership and create strategies to ensure their successful implementation.
- E. Is responsible for ensuring that the other Directors fulfill their responsibilities. At times it may mean "picking up the ball" and assigning tasks to other individuals. In our organizational structure the Directors do not "report" to the President, but he/she still must ensure that the work is done.
- F. Builds consensus within the Board of Directors.
- G. Delegates responsibilities to other Directors and committee chairs and encourages them to work as independent parts of the organization in seeing a project to its conclusion – generally a package or proposal to be presented to the Board and/or membership for action. Part of this process is to acknowledge individual authorship of projects.
- H. Attempts to resolve issues that impact IGBO. However, the President should not be an arbitrator of local disputes.
- I. Should be very aware of the expectations, concerns and demands of the membership.

- J. Should listen to all members and follow up on all requests, either personally or by delegating the responsibility.
- K. Should be the diplomat in resolving conflict.
- L. Always seeks to promote the ideals of UNITY, COMMUNICATION and FELLOWSHIP to both IGBO members and others.
- M. Appoints *ad hoc* committees to help answer specific needs.
- N. Prepares the Board and General Membership meetings agendas in sufficient time to be included with the Secretary's mailings to the Membership.

These are the major responsibilities accepted by any individual who holds the office of IGBO President. But each person also will bring a different management style, different strengths and weaknesses and a different personal agenda to the task.

Any leader initially becomes the target for criticism. It's part of the job. If you are thin-skinned or take criticism personally, you're probably not ready to take on this job. If you're not willing to give up a lot of your personal time (read that: social life) to work for IGBO, this job isn't for you. And if you're not willing to listen, learn and compromise, it's not for you.

But if you're willing to do all these things - and more - then GO FOR IT! But always remember: The members are *giving* you the privilege to work for *them*. It's an honor not to be abused. You have the duty to safeguard the organization and turn it over to your successor in better shape than you found it.

Vice President

The Vice President holds the second-highest elected office of the International Gay Bowling Organization, and as such has all the responsibilities normally invested in the Vice President of a non-profit organization. Over the years, additional duties and responsibilities have been added to the office as IGBO has grown.

The single most important function of the Vice President is to ensure that he/she be in the position of being able to assume control of the organization at a moment's notice. By necessity, this entails the following:

- A. Developing a close working relationship with the President at all times and on all issues. There is plenty of room for different opinions, but the two individuals must be able to work in concert to advance the goals of the organization.
- B. Acquiring a thorough understanding of the workings and operations of the other two Executive Officers and the Regional Directors.
- C. Assuming signing authority on the IGBO accounts.

- D. Becoming involved with, and maintaining a working knowledge of, all the working committees of the organization.

IGBO's Bylaws specify that the Vice President is responsible for all internal and external communications of IGBO. This includes supervision of all press releases concerning the organization, responding to media inquiries, providing information to all IGBO member organizations when requested and directing publication of the organization's major communications tool, the IGBO Newsletter. In the late 1980's, the organization of the Newsletter was redefined into a separate business operation within IGBO. The Vice President:

- E. Holds the office of Publisher.
- F. Appoints all committee members of the Newsletter.
- G. Approves all content of the Newsletter before publication.
- H. Sets advertising rates.
- I. Sets bulk sales rates.
- J. Enforces as much as possible the published submission dates of the Newsletter.
- K. Maintains the Newsletter mailing list.
- L. Supervises the Newsletter budget, including income and expenditures.

In addition to these, the Vice President shoulders several other responsibilities. She/he should ensure that all the proper preparations necessary for the various meetings and events are carried out as required by IGBO. The VP is an ex-officio member of all standing committees. Therefore, he/she should have an intimate knowledge in each of these areas and help to ensure that their work remains true to IGBO's ideals.

The VP should be prepared to undertake various miscellaneous tasks from time-to-time that may fall to her/him and as the need arises and requires, including specific assignments from the President.

In summary, the VP should be a microcosm of IGBO. As the highest ranking elected officer allowed to have a public opinion, by parliamentary custom and practice, he/she should be prepared to speak on various activities and motions from time to time that custom precludes the President from doing. These may include providing information and opinions at a general membership meeting where the President, by the nature of the office, must be deemed as impartial on any and all issues.

The office of Vice President is what the holder makes it. The scope for operation is unlimited and the room for maneuverability equally so, especially when there is a close working relationship with the President. Our history shows that IGBO has achieved greater success when the President and Vice President work closely together to further IGBO's ideals of UNITY, COMMUNICATION and FELLOWSHIP.

Secretary

The job of IGBO Secretary is perhaps the most visible job in the organization because this individual is the primary source for maintaining accurate records of members and communicating with them on a regular basis.

It is a job that requires a tremendous amount of personal commitment in terms of time and attention to detail. It also is a job that demands always planning well in advance to prepare communications packages to the IGBO members regarding various deadlines and agendas for the Annual and Mid-Year meetings.

The Secretary is the number three ranking member of the IGBO Board of Directors. In the event of an emergency where both the President and Vice President are unable to serve, the Secretary would perform all necessary duties of the President until he/she returns. Our Bylaws specify duties of the Secretary, but they really are just the beginning. If an individual expects to only provide those services, he/she isn't doing the complete job, and the members will see the results very quickly.

One of the most important responsibilities is the ability to work well with the other Executive Officers and Directors. Each of the Directors has his/her own responsibilities, personality and management style. It is important to be able to work with each of them to make sure that the needs of the membership are met. It means being a team player.

As IGBO Secretary you are expected to:

- A. Organize and maintain all membership records.
- B. Coordinate regular updates of the membership directory. The directory is the backbone of our communications network. The biggest challenge is getting every rep to continually report changes of addresses, telephone numbers -- and especially change in reps, which occur on a regular basis.
- C. Develop new systems/forms for the membership as needed.
- D. In conjunction with the President, organize the agenda for the Annual and Mid-Year meetings. Also, work with the President to prepare the agendas for the Board of Directors meetings.
- E. Organize the sign-in and voting procedures at the Annual/Mid-Year meetings.
- F. Work with the Treasurer to determine those members who have paid annual dues in order to establish an accurate quorum for the meetings.
- G. Ensure that meeting minutes are prepared accurately and distributed to the members as promptly as possible.
- H. Work with the appropriate tournament committee individual to organize the meeting room setup, including a check-in table, identification cards for the reps, refreshments, etc.

- I. Make sure that the Annual and Mid-Year meetings are tape recorded, or that some other “back-up” system for taking minutes is in place.
- J. As a member of the Contracts Committee, you are expected to work closely with the President to review all contracts as quickly as possible and respond to deadlines established.
- K. You may be one of four signatories on the IGBO checking account.
- L. Make any appointments necessary for you to do your job. For example, may want to ask someone to assist you with taking minutes at the meetings since you will be busy doing other work, including overseeing all voting procedures.
- M. Supervise the archives.
- N. Keep track of where the IGBO traveling trophies are and arrange to have them on display at the Annual/Mid-Year meeting/tournament.
- O. Keep the Board informed about your work.

It's also important to remember that there will be times when you may be called upon by the President or another Director to assist with projects that do not fall within your "job description." Try to cooperate in these special assignments, as your schedule allows.

Just like any of the IGBO Board and rep positions, the office of Secretary really is what the individual makes of it. There are minimum requirements, but it is the person who creates new and better ways of doing things and accepts new responsibilities that will continue to help IGBO grow and prosper.

Treasurer

Bank Account: Set up a corporate business checking account preferably one that pays interest. The President, Vice President, Secretary and Treasurer are co-signers on the account; 95% of the signing is done by the President and Treasurer. Checks are always co-signed. If you are a prospective candidate for the position of Treasurer, you should canvass your city for a good bank that offers business checking (at interest) and be prepared to be elected by taking to the Annual Tournament bank signature cards to open a new account. Presenting information about your city's bank at the meeting shows your real interest in the job.

Receipts: All checks received should be copied for your file, supports for checks and cash are to be clearly marked to provide the IGBO Audit Committee accurate information. Audit trails are extremely important when you try to trace down a league's dues or Newsletter payment.

Tournament Donations: A copy of the check for tournament donations is mailed to the President of IGBO for proper acknowledgment.

Disbursements: All individuals, including IGBO Directors and IGBO committee members, are encouraged to submit expense statements for authorized out-of-pocket expenses made on behalf of IGBO. These statements must include proper documentation

IGBO Ledger: The IGBO Ledger must be maintained either in writing or computer. This is standard accounting practice.

Quarterly Financial Statements and Reports: It is advisable to mail to all Board members and members of the Audit Committee at least quarterly, a report showing receipts, disbursements and account balance so they are aware of IGBO's financial condition. IGBO's fiscal year is July 1-June 30. This is very important to the Audit Committee, as the records **MUST** be proper and readable.

Newsletter Reports: A timely IGBO Financial Report is also mailed to the IGBO Newsletter to keep the membership informed of IGBO's financial status. Also mailed is a list of tournament donations with new donations added at the bottom. Tournaments that collect an IGBO contribution are highlighted in the Newsletter.

Invoices: Annual Dues/Newsletter: In July 1989 the Treasurer maneuvered the annual dues of all IGBO members into an invoice system, which has improved record keeping. This means that each associate and organizational member receives a letter and a proper invoice for the year's annual dues. A computer file showing payments back to 1987 has been made and is maintained. The procedure to collect unpaid dues is outlined below.

The IGBO Treasurer also maintains the invoicing system for the IGBO Newsletter. The invoice is computer generated, which also simplifies record keeping. Re-invoicing for unpaid dues or Newsletter orders is an expensive project if you have to request payment several times.

Suspension of Members: You should work very closely with the President regarding unpaid dues, and very closely with the Vice President on unpaid Newsletter orders. Often you will have to write a member in regards to an unpaid invoice, this is when good records are especially important. The following procedure regarding dues payments is provided in our Bylaws and Policies and Procedure:

1. Memberships shall be from July 1-June 30 of the following year. Membership dues must be paid by October 15 (Policies & Procedures 4.3).
2. Failure to renew membership by the October 15 deadline shall be cause for termination of membership. All organizations in arrears after the deadline will be notified in writing by the IGBO Treasurer and given a final deadline for submitting payment. Failure to meet this deadline will result in immediate termination of membership. The IGBO President will notify all members terminated in writing, and they will be removed from the IGBO directory.

Any member terminated for non-payment of annual dues may reapply for new membership after paying the new member fee. (Policies & Procedures 4.3)

Treasurer's Schedule:

- Monthly – Financial statements.
- Beginning of August – Mail cover letter with dues invoices.
- October 1 – Re-invoice for unpaid dues. Final invoice
- Early November – Copy unpaid dues to Regional Directors. Notify President and Secretary of unpaid dues and late penalties,
- December 1- Letters from the President go out to terminate membership
- Anytime – Invoice for newsletter ads and bulk orders.

Audit Committee: Keeping accurate records of the above for the Audit Committee is standard accounting practice. A constant line of communication should be kept with the Audit Committee chairperson.

Contracts Committee: The Treasurer is a member of the Contracts Committee. Part of the responsibility is to review contracts of the Annual and Mid-Year IGBO tournaments. You learn by experience what to look for so that the cities bidding to host an IGBO event do not get IGBO in over their heads. (Three of the four Executive Officers must approve all IGBO contracts, both inside and outside the organization. The IGBO President signs all contractual obligations for IGBO.) There will be times you will be called on to assist the tournament committee.

Annual/Mid-year Meetings: You have a responsibility to attend the Annual and Mid-Year meetings and any other meetings of the Board of Directors. When you attend a local or other tournament and you happen to be the high ranking IGBO director, you will represent the Board and IGBO by giving a brief presentation at the banquet(if asked) following approval by the appropriate tournament official.

General Assignments: There will also be times when the President or Vice President, or for that fact anyone else may need your help; you do not refuse. It is your job to assist in UNITY, COMMUNICATION and FELLOWSHIP.

Regional Directors

The Regional Director's role includes facilitating communication between IGBO's Board of Directors (currently comprised of the four executive officers and the nine regional directors) and the regional representatives, alternate representatives, league officers, associate members, and individual bowlers.

An effective regional director will get to know all other Board members and all the reps in his/her region. And since effectiveness requires accessibility to the members in your region, as a director you must initiate contact with your league reps, always respond to communications they initiate, and attend as many tournaments in your region as possible. To maximize your accessibility to the member leagues, you should also develop a rapport with the alternate league reps, and encourage leagues, which haven't designated alternate league reps to do so.

League reps change frequently. It is essential to maintain an updated regional directory and provide this information to everyone who needs it as often as necessary. Likewise, you must keep league reps and alternates informed of changes and events occurring within IGBO as frequently as possible, obtain feedback from them, and convey that feedback to the Board and the organization.

Immediately after you are elected a director, you should prepare a mass mailing (email or snail mail) to introduce yourself to the members of your region. Establish a set of priorities and objectives and convey them to your members. Request their comments and suggestions on your priorities, and adjust your priorities as appropriate.

As a new director, you may want to work closely with your predecessor and other IGBO directors to identify any existing problems in your region. For example, city rivalries, personality conflicts or questions regarding IGBO decisions & policies may be characteristics present in your region when you take office. You are not expected to deal with these situations alone. The Board works as a team, and the collective experience of the officers and directors on the Board, and of the reps in your region, can help you find solutions to difficult situations.

Every individual will have a unique style and approach to fulfilling his or her role as a director of a region. Some may tend to simply wait for requests and inquiries from members of the region or from the Board and act only when contacted directly for information or assistance. However, if you adopt this "speak only when spoken to" approach to your responsibilities as a director, ask yourself if you are fully meeting your basic responsibility of facilitating communications within the organization. Sometimes you have to ask a person for suggestions or opinions before he or she will share thoughts – you will frequently find that some of your league reps, tournament directors and league officers will open up to you if you will only initiate the communication. It would also be a big mistake to assume that your region members will dutifully report changes in personnel, addresses and telephone numbers to the appropriate IGBO-designated individual. As director, you must frequently remind your members to submit appropriate changes in their leagues and tournaments to you or to the IGBO secretary and/or secretary and/or newsletter representative.

An active region director will create an agenda for action, initiate activities within his or her region, and seek out the thoughts, opinions and suggestions from league reps, alternate reps, league officers, tournament directors, and individual bowlers. You remind members what you are there for. You keep them informed. You let them know what tournaments you are going to attend. You make yourself accessible.

Organize region meetings. Empower members in your region to get involved in the decision-making process in your region and in IGBO at large. Keep track of which voting members will be attending the IGBO Mid-Year and the Annual meetings. Encourage members who are not attending these meetings to designate a proxy to represent their vote, and to advise the IGBO secretary of the status of their league's voting status before the meetings. Assist the IGBO treasurer by following up with your members to have them pay their dues on time.

Keep your region reps, alternate reps, tournament directors, league officers, and associate members involved in the communication process throughout the organization, not just within your region. For example, you can provide accurate information regarding decision by the Board and proposed legislation, which will appear on upcoming agendas for Mid-Year or Annual meetings. You can also help reduce inaccurate information floating through the "Rumor Mill" by addressing controversial matters in your communications and by providing your members with information which will help them form opinions based upon facts instead of upon gossip.

Finally, plan for the future and take action today. The viability and success of IGBO partly depends upon the leadership in the organization. Train your region reps, and other active members in your region, to take your place. Encourage initiative, leadership and enthusiasm for the organization. Promote involvement.

If you perform your elected role properly by communicating thoroughly and accurately with all IGBO members in your region, you will have prepared them to make informed and intelligent decisions on issues that affect the future of their organization – IGBO.

Specific Responsibilities:

Besides the general role of facilitating and encouraging communication, all regional directors are required by the organization's Bylaws or Policies and Procedures to do the following:

- A. Maintain regular contact with all members of the region, not only the league reps, but also associate lifetime associates, tournament directors and league presidents and/or league secretaries. "Contact" includes, but is not limited to, supplying all appropriate written materials to the membership in their region.
- B. At least twice a year, submit updates on the region. Include minutes of any Regional meetings held or to be held, what is going on in IGBO based on the meetings of the Board, communications from the Board, and a brief comparison of the bids received for the Annual or Mid-Year tournament site.
- C. Inform members of the region of new members, potential new members, and contacts for potential new members.

- D. Hold regional meetings at different tournaments in the region. The director should first arrange with the regional tournament committee a date, time & place to hold the meeting and notify all IGBO members in the region of the meeting. If possible, prepare an agenda, and either before or during the meeting distribute “copies of any unpaid invoices to the appropriate representative.” At the meeting, appoint “a competent and non biased recording secretary to take minutes. Afterward, prepare a final version of the minutes for distribution to the Board and to your region members.
- E. Attend meetings of the Board, assist the executive officers as required, present a verbal report of your region meetings at Board meetings, and take notes during the Board meetings to disseminate to your region members.
- F. Conduct Region Caucuses during the Mid-Year and Annual meetings to discuss the Board meeting held during the week, field questions by reps, and appoint a spokesperson to speak for the region if there are topics pertinent to or present in the region to be discussed.
- G. Make “every reasonable effort” to attend IGBO-related functions.
- H. Upon receipt of notice of an application for membership, send an introductory and welcome letter to the new applicant.
- I. Serve as advisor to and *ex officio* member of the IGBO Annual or Mid-Year Tournament Committee, and as a liaison to the Board, when an IGBO annual or mid-year General Membership meeting is to take place in that director’s region.
- J. Serve on the IGBO Awards Committee, to review candidates and determine upon whom any service or commemorative award shall be bestowed (except for the IGBO Fellowship Award).
- K. Serve on the IGBO Rules Committee to arbitrate any dispute arising between a bowler and an IGBO Tournament Committee during an annual or mid-year tournament.

General Recommendations:

Read the IGBO Bylaws, Policy and Procedures and Director’s Handbook and become thoroughly familiar with the organization’s operations, its structure and its mission, as outlined in its Mission Statement.

Encourage your regional members to call you or email you. Email is the best form of communication

Keep a log of your correspondence with your regional members and with the Board, and track the responses to your correspondence. If responses are requested and deadlines established, follow up with everyone (including yourself) to insure reasonable deadlines are met. Don’t be passive and wait for people to contact you – get information to people and encourage people to get information you request back to you. Eventually, procrastinators can learn that you are determined to do your job, and they may become more responsive to your requests.

Always send copies of your correspondence to the IGBO Archivist. Also copy appropriate executive officers and/or other Board members when the correspondence is something they need to be informed about.

Maintain a telephone and email log of calls/messages sent and received, the nature of the message, and what action or decision was taken or made to resolve or address the subject matter of the message. Be prepared to do the necessary legwork to respond to the message. Encourage reps and tournament directors to deal directly with one another, whenever possible.

Remember that technology is a wonderful communication tool but, do not neglect to keep informed those members in your region who do not have access to the benefits of computer-based, electronic communications.

Always be willing to help and always respond to inquiries in a timely manner. If you don't respond to your members' needs, they may not be available to you when you need information or cooperation.

Do not allow your personal feelings to negatively affect your ability to get the job done. You are responsible to all members of your region, and you must interact with all IGBO members on behalf of the organization. Be professional.

Maintain a filing system for all IGBO correspondence and reference material. It will help you respond quicker and more effectively to your region members. It also will ease your transfer of responsibilities to the new director who will eventually replace you.

Keep an accurate record of all IGBO expenses, including receipts, and submit them to the IGBO treasurer on a regular basis. Learn IGBO's procedures for reimbursement and follow them. **REMEMBER:** You must get authorization from the IGBO president to spend money on behalf of the organization, and unauthorized expenditures may not be reimbursed. Be a good steward of the organization's limited financial resources.