



STATE BPA PRESIDENTS

Reference Guide

INTRODUCTION

State bowling proprietor Associations are important to the Bowling Proprietors' Association of America. All of us support the BPAA's mission to enhance the profitability of our members and in order to do so, Association management must:

- Lead with integrity,
- Be willing to listen, share, facilitate, engage and collaborate with colleagues throughout the industry,
- Build credibility by focusing on quality first and delivering value to Association members,
- Motivate and encourage members to learn and use the tools developed to assist them in their business operations,
- Generate measurable results for members through responsible and effective programs, and
- Advocate on behalf of members of the Association so policymakers and consumers are aware of important issues facing bowling proprietors.

While some state Associations have a variety of resources, *all* state Associations have access to one valuable resource—the BPAA. From the Smart Buy Program to Bowling University to the Social Media Content Bank to Web Services, the BPAA has products and services to help *any size Association* help *any size center* be better.

The BPAA also offers invaluable networking opportunities and educational seminars at Bowling Summit each January and International Bowl Expo each June. State Associations are encouraged to include social and educational components to their state membership meetings as well.

BPAA's national marketing efforts are designed to help all members increase their business and state Associations often utilize local markets and state marketing funds to supplement national's efforts plus do more targeted advertising and PR within their state.

Each state's membership has different objectives. This guide is just that...*a guide*. There are areas that your state may be firing all cylinders on—*skip those sections*. If there is an area that you need more assistance with and more information than found in this guide, *please give us a call*. There is a staff member waiting to help you and/or direct you to an expert who can.

As an Association leader, your members look to you to help them meet their needs and expectations. A vital part of all Associations is a strategic plan. It is difficult to make decisions if you do not have a clear idea of what you want to achieve. Goals will support your strategic plan. Of course, our mission is to enhance profitability for all our members but values and strategies have to be developed to support that. As president of your Association, ask yourself:

- Has the Association had an increase in membership in the past year?
- Is the annual membership meeting attendance increasing?
- Are your financials sound and investments solid?
- When talking with non-members, are your member benefits appealing?

As in all successful businesses, communication is key and as Association president, it is crucial you understand what your members needs are and stress that they have ownership in the Association. You should have regular communication with your members. One of the most important pieces of information everyone wants to know is the financials. Transparency is of utmost importance. If your Association has complicated financials, *simplify* them so everyone understands them. As state president, you are ultimately held responsible for the Association's financial condition and must monitor financial activities and reporting.

And last but certainly not least, while you may be the new president and your Association has a clear-cut succession plan, always be mindful of building future leaders and including them in decision making.

Thank you for your time and leadership!

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YOUR FIRST 30 DAYS

Your first task at hand as Association president should be to have a meeting with your Executive Director (ED) to review procedures and processes as well as your expectations. Does your ED prefer email or phone communication? Do you expect a reply within a few hours, same day? Will you have a weekly call or bi-weekly call? You likely will also want confirm details for upcoming meetings and events and ask the ED if they have any current issues or concerns.

As president it's your time to shine and set goals for your term! Get excited and call your board members to say "hi" and review the overall state of affairs of the Association. It's the perfect opportunity to make a connection with each of your board members and see if there are any challenges they see the Association is facing. Let them know you look forward to seeing them at the next meeting.

After getting on the same page with your ED and BOD, send an email to all Association members to introduce yourself and share with them your plans and remind them of the upcoming meeting/event.

If you have been a part of the Association officer group and/or BOD, you should be familiar with:

- Meeting Procedures
- Robert's Rules of Order
- Association Bylaws
- BPAA Bylaws
- Association Financials including 990, Investment Account and/or Tournament Account (if applicable)

Each time a state Association changes officers, a number of tasks must be completed in a timely manner as to not disrupt Association operations:

- Association bank account signature card must be updated;
- Website information updated with current officers;
- Association SMART account number shared and password changed (if necessary); and
- Review of committees and chairpersons.

Enjoy your time as state association president and utilize your ED! If you have any questions, please contact BPAA's ED or president—they are happy to assist!

★ START WITH COMMUNICATION

ASSOCIATION PRESIDENT DUTIES & RESPONSIBILITIES

As Association President, in addition to the responsibilities and expectations for all board members, the President works in conjunction with the Executive Director (ED) to assure direction from the Board is followed. They also have the following additional duties:

- Provide leadership to the Board of Directors;
- Assure the Board adheres to Association bylaws;
- Prepare agenda (with ED assistance) for and chair all membership and board meetings;
- Appoint all committee chairpersons in conjunction with the ED and other officers;
- Orient board members and committee chairpersons;
- Provide guidance on a process to evaluate effectiveness of board meetings;
- Oversee Executive Director's activities and evaluate performance (with BOD);
- Act as one of the signing officers for checks and contracts;
- Play a leading role in supporting fundraising activities;
- Seek a lobbyist or firm to assist the Association with government affairs; and
- Prepare a report for the Annual Membership Meeting, Annual Report and all Board meetings.

One very important priority of all state Associations should be to *call* every member and non-member center at least once a year. This should be your ED's job but you and other officers may choose to make calls as well. Proprietors should be advised of upcoming meetings/events and asked: "*How can the Association be of assistance to you?*"! Callers should be prepared to share important program information with them whether it be a state Association program or a BPAA product or service. Hint: Have the *BPAA Member Benefits Guide* handy! If the proprietor has *any concerns or challenges*, make sure you *give them a solution before you hang up!* At the very least, let them know you are going to make a few calls and see what you can do. Then follow up with another call! If it's a non-member, you're likely going to gain a new member.

While this may seem overwhelming, know that you do not have to do all of these tasks yourself! If you're unfamiliar with the saying, "It's not *what* you know, it's *who* you know!" understand it is critical to your Association that you assemble a team of knowledgeable individuals to comprise your board of directors, your tournament team, the Association's strategic planning group, an investment team and people to assist with government affairs.

★ ANALYZE YOUR PEOPLE ASSETS.

EXECUTIVE DIRECTOR DUTIES & RESPONSIBILITIES

The Executive Director (ED) is responsible in assisting with the administration of the Association, in conjunction with the Association officers, to achieve the Association's mission, vision and goals within the policies set forth by the Board of Directors, the bylaws of the Association, and necessary legal and financial requirements. As a paid staff member, the ED should assist the Association president. While each Association has different needs, the president and BOD should develop a job description for the ED and evaluate him/her annually.

As a membership organization, member recruitment and retention should be a priority; therefore, the ED should visit each center and non-member center at least once each year. At a minimum they should talk with each proprietor in the state to better understand what members want from the Association and what prevents non-members from joining.

ED duties typically include:

- Membership
 - ✓ Development and execution of membership recruitment and retention plans including *regular visits* to member and non-member centers.
 - ✓ Replies to member inquiries promptly.
 - ✓
- Meetings & Events
 - ✓ Creates and sends communications regarding meetings and events in a timely manner.
 - ✓ Prepares agenda and supporting materials for Board meetings including necessary reports and analysis for decision making.
 - ✓ Prepares presentations for president (strategic plan, annual plan of action, budget, etc.)
 - ✓ Plans board meetings and events, with consultation from president and Association officers.
 - ✓ Sends communications to all Association members regarding upcoming meetings and events.
 - ✓ Serves as on-site event manager for all meetings and events.
 - ✓ Selects appropriate locations and venues for all meetings and events.
 - ✓ Negotiates contracts for meetings and events and presents to president for approval.
 - ✓ Develops relevant and interesting content for meetings and events and secures speakers for educational topics.
 - ✓ Markets all meetings and events in a timely manner including SAVE THE DATE announcements, agenda and/or schedule distribution and event reminders prior the event.
 - ✓ Evaluates all meetings and events with post-event surveys and provides such to president and/or officers for review to improve future events.
 - ✓ At each board meeting and committee meetings assure compliance of the Association's constitution and bylaws.
- Committees
 - ✓ Arranges meeting space for committee meetings.
 - ✓ Serves as go-between committee chairs and president.
- Programs
 - ✓ Develops marketing materials.
 - ✓ Assists with all program aspects.
 - ✓ Executes all programs as directed by president and/or BOD.
- Government Affairs
 - ✓ Monitors legislative activities.
 - ✓ Establishes relationship with local, county and state government representatives.
 - ✓ Assists with hiring of lobbyist or government affairs firm.
- Finances
 - ✓ Collects all income due the Association including membership dues.
 - ✓ Pays all Association bills in a timely manager.
 - ✓ Oversees projections of annual budget.
 - ✓ Uses sound judgement with Association funds.
 - ✓ Develops non-dues based sources of revenue through sponsorships, promotions, events, etc.
 - ✓ Provides monthly financials to president and/or officers in accordance with standard accounting principles and within the financial policies of the Association.
 - ✓ Assure all necessary legal and financial filings are completed as required by law.
- Other
 - ✓ Submits all necessary information to the BPAA to retain BPAA affiliation.
 - ✓ If state tournaments are part of the state Association, assist with coordination of tournament qualifiers and finals, oversee distribution of promotional materials and rules for all events and encourage participation in qualifiers.
 - ✓ Prepare Annual Report.

EFFECTIVE BOARD OF DIRECTORS & BOARD MEMBER RESPONSIBILITIES

Behind every great state Association is a great state Association board of directors. But what exactly makes a great board? First of all, each board member must understand their role and take responsibility of being a board member seriously.

The BOD is the group responsible for the organization's highest level of decision-making and legal authority. The board is accountable for, and has the authority over, the affairs of the Association. The board is made up of individual members acting together as a whole capitalizing on strengths of each individual member. As a member of the Board, there are numerous responsibilities and expectations, including but not limited to:

- Assisting in determining the organization's mission, purpose and strategies. It is a board member's responsibility to help create and review a statement of mission and purpose that articulates the Association's goals and strategies.
- Selecting and supporting the Executive Director. Boards must reach consensus on the Executive Director's responsibilities (including contract) and undertake a careful search to find the most qualified individual for the position. The Board should ensure that the ED has the support he/she needs to further the goals of the organization.
- Providing proper financial oversight. Board members must approve the annual budget and ensure that proper financial controls are in place.
- Ensuring adequate resources. One of the Board's foremost responsibilities is to provide adequate resources for the Association to fulfill its mission.
- Ensuring legal and ethical integrity and maintain accountability. The Board is ultimately responsible for ensuring adherence to legal standards and ethical norms.
- Determining, monitoring, strengthening, and participating in the organization's programs and services. Board members have the responsibility to determine which programs are consistent with the mission and to monitor their effectiveness. Individual participation in such programs and services is the best way to determine the value being offered by the Association as well as sharing information with others.
- Identifying and sharing trends, issues and news. Board members should discuss and research emerging "best practices," government policies and opportunities to determine how to better their member benefits.
- Monitoring and adhering to the policies and procedures of the Board. Board members will adhere to the travel and expense policies and governance policies set forth by the Association. Members are expected to act with integrity and to use ethical conduct as they carry out their duties. Further, a Board member's commitment includes proper use of authority and appropriate behavior when acting on behalf of the Association and when attending meetings and events.
- Reviewing the Association's bylaws including board structure. The Board should recommend bylaw amendments to the Governance Committee, which will then research and support or not recommend the change(s). Proposed amendments supported by the Governance Committee will be presented to the members of the Association.
- Attending, preparing and participating in board meetings. Review agenda and reports sent prior to the meeting and do further research, if needed, in order to be prepared for meaningful contribution to all meetings.
- Recruiting new board members. Oftentimes someone just needs to be asked and many people are intimidated by the "board of directors." Let all your members know that the BOD is just a group of proprietors, just like themselves, that get together to try and figure out what will better the business of bowling!

★ REVIEW EXPECTATIONS AND RESPONSIBILITIES.

LEGAL & FIDUCIARY RESPONSIBILITIES OF NONPROFIT BOARDS

One of the most critical tasks all Associations must do is file their 990. If they do not, the Association's non-profit tax status could be rescinded. In addition, the BPAA provides each state Association Directors and Officers insurance (D&O) if they receive their 990 each year (this is a requirement of the insurance company).

The minimum you should do as Association President is:

- Verify your Association's 990 is being filed each year (due May 15th) and BPAA received a copy;
- Review your Association's financials each month and share them with the other officers and board members;
- Update the Association's bank accounts with the names of appropriate officers as changes occur; and
- See that an annual report is prepared accurately (if your Association does one).

The team agreement check from BPAA is sent to state Association's every March and covers all Smart Buy rebates and 750 Rule (if applicable) from the previous year plus Pepsi rebates for Periods 7-13 of the previous years.

Two rebates a year are sent from the Pepsi program—one in March covering Periods 7-13 of the previous year and one in September covering P1-P6 of the current year.

Conflict of Interest. The purpose of conflict of interest policies is to protect the Association's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer, director, or staff member of the Association. Disclosures are central to conflict of interest management. Conflicts can arise in many situations including serving on the board, holding an office, personal relationships, receiving gifts or entertainment and/or maintaining another job. All board members and staff should complete a conflict of interest statement annually. *See Appendix for sample conflict of interest statement.*

Confidentiality. Any confidential information, whether oral, written or electronic, should be maintained in a manner that ensures its confidentiality. Confidential information must be treated with respect and care by anyone who is authorized to have access to this information. All board members and staff should complete a confidentiality statement. *See Appendix for sample confidentiality statement.*

Antitrust Compliance Policy. It is the undeviating policy of the Association to comply strictly with the letter and spirit of all federal, state and applicable international trade regulations and antitrust laws. Any activities of the Association or Association-related actions of its staff, officers, directors, or members that violate these regulations and laws are detrimental to the interests of the Association and are unequivocally contrary to Association policy.

Implementation of the antitrust compliance policy of the Association shall include, but shall not be limited to, the following:

- Association Membership, Board of Directors, Officer, and other Committee meetings shall be conducted pursuant to agendas distributed in advance to attendees; discussions shall be limited to agenda items; there shall be no substantive discussions of Association matters other than at official meetings; minutes shall be distributed to attendees promptly.
- All Association activities or discussion shall be avoided that might be construed as tending to: (1) raise, lower, or stabilize prices; (2) regulate production; (3) allocate markets; (4) encourage boycotts; (5) foster unfair trade practices; (6) assist in monopolization; or (7) in any way violate federal, state, or applicable international trade regulations and antitrust laws.
- No officer, director, or member of the Association shall make any representation in public or in private, orally or in writing, that states, or appears to state, an official policy or position of the Association without specific authorization to do so.
- Associate members, officers, directors or employees who participate in conduct that the Board of Directors, by a two-thirds majority vote, determines to be contrary to the Association antitrust compliance policy shall be subject to disciplinary measures up to and including termination.

PLANNING YOUR MEETINGS & EVENTS

Having regularly scheduled and published meetings is key to the health of your Association. As the governing body of the Association, the BOD answers to members and the annual meeting is the time to share with members what the Association is doing to help them be successful—that is why they are members of the Association. The most successful Association meetings involve preparation long before the meeting day as well as follow-up after the meeting. This responsibility is that of your ED's.

Getting everyone to participate in a meeting or event should be everyone's responsibility.

Your ED should propose several meeting locations and an agenda for your review and approval. Often the entire officer group makes the decision on where to hold the meeting and reviews the agenda. Obviously it is best to select a location that is convenient for the majority of your members.

Once the agenda is approved, with input from officers, it should be sent to members at least 14 days before your meeting.

Outside speakers should be secured to supplement information presented. Speakers may include experts in the field or people who worked on a specific issue with historical information to add to the discussion. Let each speaker know how much time they have on the agenda.

The ED should send out the meeting invite to your members in as many ways as possible—mail a postcard, email or even call members and non-members. Do a "SAVE THE DATE" as soon as the meeting/event date and location is set. After a detailed agenda or schedule of the day's events is finalized, the ED should send out another communication. RSVPs are helpful in planning food and beverage as well as securing the appropriate meeting space and hotel rooms (if necessary). A week before the meeting and/or even a few days prior to the meeting/event, the ED should send another reminder.

When marketing the meeting to members, the ED should include the date, time, place, speakers and purpose of the meeting.

Prior to the meeting, you and your ED should:

- Do background research and be prepared to provide in-depth information on all issues on the agenda.
- Invite experts or people who are knowledgeable about specific agenda items.
- Present a agenda that is easy to understand with pertinent information so members feel you are prepared.

The day of your meeting you should:

- Start on time and end on time.
- Always ask for additions and clarifications to the agenda.
- Stay on track and follow the agenda.
- State ideas positively and show their relation to the overall issue at hand.
- Encourage all those in attendance to contribute to the discussion. Chances of finding the best solution increases with knowledge and input from several people rather than just one.
- Re-state issues or motions and make frequent summaries during the discussion.
- Once a decision is reached, summarize it so it is clear for the secretary to record properly in the minutes.
- Outline future actions and next steps to be taken. Assign specific dates to each step.
- Ask people to serve on a task force—few will decline if given a specific task.
- Direct the meeting from problem to solution as each is presented.
- Do not be afraid to table an issue for discussion at the next meeting to allow time for more research.
- Announce the next meeting date, time and place.
- Adjourn the meeting.
- Evaluate the meeting (ED).

★ INCLUDE YOUR OFFICER GROUP & ED IN MEETING PLANNING.
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STRATEGIC PLANNING

If your state does not have a strategic plan (STRAP), do not panic; many do not. It is, however, a very effective tool in Association management and once your Association goes thru the process to develop one, it will only need minor revisions for many years thereafter. There are many facilitators that can help your Association with this process.

Strategic planning is a systematic way to define what your Association wants to achieve in the future and how. It often includes a mission, vision, goals, values, objectives, benefits and services. *See Appendix for BPAA's 2020 strategic plan.*

- **Mission.** An organization's reason for existence. It establishes what the Association does and for whom.
- **Values.** The philosophy or principles that guide an organization's behavior and operations.
- **Vision.** A description of what the organization wants to be in the future as it successfully fulfills its mission.
- **Goal.** The end or desired result toward which effort is directed. A goal is a general statement of what the organization must achieve to attain its vision.
- **Objective.** Specific, measurable activities that help accomplish a goal.

A successful strategic plan is put in writing and shared with all Association members to create ownership. This is very important so everyone understands clearly what the Association stands for—you are all on the same team with the same mission and goals!

The plan should be reviewed at each meeting and revised when needed.

When a program or service is presented, ask, “*Does this support our mission?*” If the answer is yes, the rationale to allocate resources is easy.

The strategic plan gives your Association the best chance for success by providing organizational focus and direction.

Performance of the Association (and ED) should be measured against the strategic plan. All Association activities should have a relation to the strategic plan.

Ask your members for volunteers to work on the Association's strategic plan team. It is not for everyone! Once the team is established, they should develop a schedule and determine what resources they need, if any. An expert in strategic planning may be necessary to facilitate the process. They can coach the group and protect the process. A professional can help define key words, keep the group focused, bring up the “undiscussable” subjects and force the group to be honest.

The basic steps to creating a strategic plan include:

- Define or re-evaluate your mission, values, vision
- Examine the external forces affecting your industry and the Association
- Conduct a membership needs assessment
- Review your Association's internal capabilities
- Develop long-range goals
- Define specific objectives and action plans
- Evaluate current activities
- Monitor, evaluate, and revise

★ ASSEMBLE A STRATEGIC PLANNING GROUP (& FACILITATOR, IF NECESSARY).
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GOVERNMENT AFFAIRS

When everything is going smooth in your bowling center, no one says much, but when lanes break down, ball returns choke and balls consistently go in the gutter, everyone wants to tell you about it! The same is true in government affairs. Favorable tax breaks and policies that make it easier for businesses to operate profitably make life smooth sailing, but what happens when a tax proposal threatens business operations and bottom lines? What happens when a pandemic or natural disaster strikes? You want to speak to someone who will listen to you! Do you have a city council member or state representative that you can call? If not, it's time you do.

Getting Started. Ask your members for volunteers to serve on your Government Affairs committee or at minimum attend local and/or state political events.

Your Association must also define what they need or want assistance with:

- Media Training
- Public Service Announcements
- Social Media Strategies
- Government Affairs
- Developing Relationships with State Representatives

Once the scope of work is established, the search for a firm (or individual) begins. Some firms' expertise is public relations and others is direct rapport with state representatives. Is it important to you that your firm is local so you can easily contact them or is it more important they are based in Washington DC so they have immediate and direct access at the Capitol?

Firms and lobbyists will track both state and federal legislation, conduct grassroots campaigns and act as your advocate in Washington where legislation is determined. State associations need the assistance of such individuals to project their voice into the development of policy and legislative debates.

If you are going to create change, you must first understand how it works, plan and execute the best advocacy strategy for your issue.

Our Founding Fathers built a system of checks and balances in the political process to make sure everybody had a voice. Even minority opinions have a chance to be heard and no policies are based on a gang mentality or some whim or impulse of a few.

Congress consists of 535 elected officials from different states and congressional districts across the U.S. Each member has their own unique constituents, special interests and priorities. We may feel it's hard to relate to our congress members but think of Congress as 535 small businesses operating within a larger body—BPAA is comprised of mostly small centers!

The good news is you do not need to know every member of Congress or every step of the legislative process to be able to influence Congress. Getting a law passed is difficult and only about 3% succeed. There are many roadblocks to overcome and stakeholders to win over. Though this may seem like a poor success rate, the system is in place to help protect our democracy.

Members of your state association can make phone calls, sign petitions, write letters and send emails, but they only go so far. Professional lobbyists and government affairs firms know the players and most influential members of Congress, know the system and have spent years building relationships. You and your Association members need to do what you can in terms of becoming familiar with state representatives and supporting their campaigns but having a hired firm is very important as we learned navigating a wide array of red bureaucratic tape during the pandemic of 2020.

Your work does not end with hiring a lobbyist. You (or your Government Affairs Chairperson) need to regularly communicate with your lobbyist or firm to inform them of your concerns and developments on your end that may impact their work. The lobbying game is all about relationships, and no relationship is as important as the lobbyist-client relationship.

★ BY FAILING TO PREPARE, YOU ARE PREPARING TO FAIL.

COMMITTEES

Some larger Associations have a committee network while small Associations use ad hoc committees or task forces to handle specific activities. Either way, a committee can be one of the most productive tools that an Association has. If committee members are passionate, participate, and get involved, the committee will be successful. Contribution and participation are essential.

The findings of committee work oftentimes have a direct impact BOD decisions. The purpose of a committee is to contribute to the efficient operation of the Association. In addition to the general committee charge, which outlines the committee's scope of activity, the ED and/or BOD may charge the committee with special projects or tasks. The committee chair is responsible for keeping the work of the committee focused on the charge and aligned with the Association's goals. At the conclusion of each year, the chair is expected to make recommendations to the board regarding future work of the committee.

Committee Chairpersons should facilitate committee meetings, guide the committee and report to the board. Even with capable members on a committee, a firm goal to achieve, and the support of the board, a committee without strong leadership will be handicapped. To a great extent, a Chairperson's ability to work with the Association president and ED will determine their success as a committee chair and leader in the Association.

The ED and president often select committee members and provide guidance (along with the board of directors) in determining committee objectives. The BOD expect regular reports from all committees. The committee chairperson must keep the president and ED informed and familiar with the committee's activities and progress, so any conflicts with procedures and possible pitfalls can be averted.

Committee Members should be appointed because they are knowledgeable about or interested in the committee's area of activity. They should understand the specific responsibilities of the committee as well as the Association's strategic plan, goals, policies, and procedures.

Committees may not commit to expenditure of funds, express opinions or represent positions in the name of the Association, unless specifically authorized by the BOD. In proposing a program or activity that requires funds, committees must submit a program outline and budget to the ED and president for review by the BOD.

The president and ED should orient each new committee chairperson so they are clear on the committee's charge and responsibilities as well as the Association's strategic plan. They should provide the chair with a committee roster, minutes of previous meetings and/or board reports, a list of the board of directors and a briefing of current committee activities and accomplishments.

The date and time of upcoming meetings is also helpful so they can provide a proper report to the board and/or membership and plan a committee meeting at the same venue/time. Between meetings the president and ED should touch base with committee chairpersons so they are aware of projects under discussion. They should also clarify governance issues so committee members are aware of the bounds of their activity and authority. The president and ED should act as facilitators when the work of two committees overlap.

Committee Meeting Agenda. An agenda needs to be developed and sent to all members of the committee prior to the meeting. It should include all topics to be discussed at the meeting and the date, location, starting time, scheduled breaks, and anticipated adjourning time. Any supporting or background material to further explain or detail the items on the agenda should also be included.

Committee Meeting Minutes. All committee meetings should be documented with basic information including those in attendance, date, time and place of meeting, decisions reached, follow-up actions, timelines for next steps, and a *brief* summary of discussion. These minutes should be sent to the ED and president. The BOD may accept committee meeting minutes as opposed to a separate board report.

See Appendix for Effective Committee Meetings Tips

EVALUATING YOUR EXECUTIVE DIRECTOR

One of an Association board's most important responsibilities is evaluating their Executive Director (ED). Yet many, if not most, Association boards pay relatively little attention to this—until a serious conflict develops. Then, it is often too late to avert a rupture in the partnership and a parting of ways. Many boards do not even attempt to conduct a formal evaluation. Some leave it to the board chair to do; some encourage the ED to conduct a self-evaluation, which they merely review. And many continue to use a checklist approach to evaluation, judging ED performance along functional (not results) lines, such as meeting facilitation and management of financial resources.

Following a few simple guidelines, an Association board can turn the ED evaluation process into a powerful tool for improving performance and strengthening the board-ED partnership. Unless an ED violates one of the policies that govern the Association, such as committing funds above the established limit, serious ED evaluation should focus on the achievement of specific performance targets at two levels: 1) the Association's performance against operational targets set during the planning and budget preparation process, and 2) the individual ED duties and responsibilities that were negotiated upon hire. By focusing on outcomes, the board will come closer to assessing the true effectiveness of ED than it could by examining how targets were pursued, which often relates to style more than impact.

In evaluating its ED's performance, an Association board should be more interested in strengthening ED performance and growing his or her leadership capability, then merely in determining rewards and punishments. Done in a collegial fashion, evaluation can result in a game plan that an ED might follow to improve areas where performance has been weak and in the scaling back of ED performance tasks that have proved to be unrealistic. Of course, serious repeated performance deficiencies may lead to ED termination, but this should happen only after ample warning and attempts to work together in remedying them.

By assigning responsibility for ED evaluation to a standing committee, the board will have taken a big step toward actually getting it done. The ED evaluation committee should devise a work plan and timetable to be followed in the process, beginning with the negotiation of performance and ending with a formal, written report that conveys both the assessments of performance and the plan for remedying any performance shortfalls.

Serious, ends-focused evaluation is a complex and time-consuming process that inevitably involves considerable discussion.

Association Staff. As a general rule, if an ED is to be held accountable for the performance of the staff, he or she should have the latitude to recruit and appoint new staff members, to direct their work, and to evaluate their performance. Board involvement in these key executive functions may very well erode ED authority and credibility. If the board goes too far, there is no basis for holding the ED accountable for his or her staff's performance.

It is possible for boards to have some involvement. Examples of common practice in this regard include:

- An ED shares with the responsible board committee the credentials of the top two or three candidates for a position, and the committee has an opportunity to meet the ED's top choice before hiring. In this case, two guidelines are advisable. The board should go with the ED's first choice unless there are compelling reasons to select one of the other candidates. Any deliberations should be completely confidential.
- Although board members should not participate directly in the evaluation of staff other than the ED, board members are often asked to contribute their private assessments of staff dealing closely with them to the ED, and ED's often review their evaluations of top staff before they are communicated to the staff.

See Appendix for sample Executive Job Description and Evaluation Form.

★ CREATE AN EXECUTIVE EVALUATION COMMITTEE IF YOU DO NOT HAVE ONE.
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APPENDIX

MEETING CHECKLIST

Prior to the Meeting

- ☐ Select venue and location to attract members.
- ☐ Email or mail postcard to SAVE THE DATE of meeting to all members.
- ☐ Request RSVPs to help with planning food, beverage and accommodations.
- ☐ Develop agenda and send to members at least 14 days prior to meeting.

Day of the Meeting

- ☐ Start on time.
- ☐ Follow the agenda.
- ☐ Require motions for adoption of minutes, budget and board directives.
- ☐ Encourage discussion but keep in orderly. Ask secretary to take names of those who raise their hand to speak and call on each one at a time.
- ☐ Involve everyone who attends the meeting. Have newcomers introduce themselves.
- ☐ Use visual aids such as Power Point presentations, flip charts, posters, etc. as much as possible.
- ☐ Establish the next meeting time and place.
- ☐ Reiterate new task assignments and be clear as to what is expected and when.
- ☐ Allow time for new business and open dialogue.
- ☐ Adjourn on time.

After the Meeting

- ☐ Send a thank you to everyone who attended.
- ☐ Follow up with secretary regarding minutes and email to members.
- ☐ Create action item list and call committee chairs or others regarding projects proposed.

APPENDIX

SAMPLE: MEETING AGENDA

BPA/Logo
BOARD/ANNUAL MEETING AGENDA
Location
Date/Time

1. Call to Order President _____
2. Roll Call..... Secretary _____
3. Welcome New Members & Recognize Guests President _____
4. Approval of Minutes of the Last Meeting Secretary _____
5. Additions to Agenda / Approval of Agenda President _____
6. President's Report..... President _____
7. Executive Director's Report ED _____
 - A. Membership Report
 - B. Pepsi & Smart Buy Update
8. Treasurer's Report Treasurer _____
 - A. Income Statement & Approval
 - B. Budget Proposal
9. Committee Reports
 - A. Tournaments Chairperson _____
10. BPAA Update _____
 - A. Membership
 - B. Member Benefits / Smart Buy & Pepsi
 - C. Meetings & Events / Summit & Bowl Expo
 - D. Web Services
11. Old Business President _____
12. New Business..... President _____
13. Next Board Meeting President _____
14. Adjourn

APPENDIX

SAMPLE: MEETING MINUTES

BPA/ [LOGO]

BOD/ANNUAL MEETING MINUTES

HOLIDAY INN CONFERENCE CENTER – ANYWHERE USA

THURSDAY, OCTOBER 14, 2021 (10 AM-4 PM)

Present

Joe Bowler (President), Sally Strike (Secretary), Tom Turkey (Vice President), Steve Sparer (Treasurer), Bob Baller (Executive Director), Louis Lane, Gary Gutter, Sean Snacker, Paul Pizzeria, Fred Fry, Nancy Neon, Paula Pro, Dave Drill and Randy Return

1. The board meeting of the Special Bowling Proprietors' Association was called to order by President Joe Bowler at 9:00 AM at the Holiday Inn Conference Center in Anywhere USA.
2. Roll call was conducted by Sally Strike, Secretary. A quorum was established and maintained for the duration of the meeting.
3. Bowler presented the agenda and asked for additions. Fred Fry made a motion to approve the consent agenda; second by Nancy Neon. Motion carried.
4. Strike presented the minutes from the previous board meeting. Dave Drill made a motion to approve the minutes as presented; second by Randy Return. Motion carried.
5. Financials were presented by Steve Sparer, treasurer. Projections were all as expected at this time.
6. Sparer presented the budget proposal for next year. After discussion, Sean Snacker made a motion to accept the budget as presented. Second by Paul Pizzeria. Motion carried with one opposed.
7. Bowler presented his president's report.
8. Bob Baller, Executive Director, provided the board with an update.
9. Gary Gutter, Chair of the Tournaments Committee, provided a re-cap of last month's tournament and details of the upcoming events.
10. Old Business included further discussion of proposed annual meeting at mountain ranch and including family members.
11. No New Business was brought forward.
12. A motion to adjourn was made at 3:45 PM.

Minutes submitted by Sally Strike, Secretary

APPENDIX

SAMPLE: CONFIDENTIALITY AGREEMENT

CONFIDENTIALITY AGREEMENT

The undersigned, (hereinafter called the “RECIPIENT”), as a member of the _____ Board of Directors, may receive confidential information, knowledge, and/or data (hereinafter called “INFORMATION”) as a member of that Board, RECIPIENT, hereby agrees as follows:

1. The RECIPIENT agrees to keep the INFORMATION in confidence and to use the INFORMATION only for the purpose of discussions and making decisions within the _____ Board of Directors meetings. RECIPIENT shall not disclose or make available the INFORMATION to any other person, business or Association.
2. Any obligation of the RECIPIENT as set forth in the preceding paragraph shall not apply to any information, knowledge, and/or data which:
 - a. Already is known to the receiving party at the time of the disclosure;
 - b. Publicly known without the wrongful act or breach of this agreement by the receiving party;
 - c. Rightfully received by the receiving party from a third party on a non-confidential basis;
 - d. Subsequently and independently developed by employee/employers of the receiving party who had no knowledge of the INFORMATION by written records;
 - e. Approved for release by written authorization of the disclosing party;
 - f. Required to be disclosed by law or judicial action.

_____ [PRINTED NAME]

_____ [SIGNATURE]

_____ [DATE]

APPENDIX

SAMPLE: CONFLICT OF INTEREST STATEMENT

CONFLICT OF INTEREST STATEMENT

As an officer, director, or committee member of_____. (the “Association”), I acknowledge that I have an obligation to (i) monitor my activities unrelated to the Association to determine actual and potential conflicts of interest or apparent conflicts of interest, and (ii) fully disclose any such conflicts of interest or apparent conflicts of interest to the Association.

As of the date hereof, I confirm that I am not involved in any transactions or interested in any other entities which, in my judgment, create an actual or potential conflict of interest, or apparent conflict of interest, with the Association, except as set forth below. I will update this certificate as necessary.

I acknowledge that it is my obligation to maintain in confidence and not disclose proprietary or confidential information of the Association, other than in furtherance of the Association’s interest or as may be required by law.

This Statement is intended to clarify my fiduciary obligations as an officer, director, or committee member of the Association, and shall not create or impose any legal liability or obligation on me beyond those which arise under law.

I THEREBY DISCLOSE THE FOLLOWING ACTUAL OR POTENTIAL CONFLICTS OF INTEREST OR APPARENT CONFLICTS OF INTEREST:

_____ [PRINTED NAME]

_____ [SIGNATURE]

_____ [DATE]

APPENDIX

SAMPLE: EXECUTIVE DIRECTOR JOB DESCRIPTION

The Executive Director is responsible in providing executive-level management and administration of the Association to achieve its mission, vision and goals within the policies set forth by the Board of Directors, the bylaws of the Association, and necessary legal and financial requirements.

Duties:

- Day-to-day operations of the Association including, but not limited to securing adequate office equipment, space and staff within budgetary parameters.
- Development and execution of membership recruitment and retention plans including regular visits to member and non-member centers to encourage participation in programs and events.
- Create and send regular member communications regarding Association meetings and events.
- Assists committee chairs to complete their projects.
- Replies to members in timely manner.
- Implementation of programs
- Monitoring legislative activities
- Financial oversight including collection all income due the Association, paying all bills in a timely manager, preparing regular financial reports and annual budget.
- Annual budgeting, financial reporting and internal control oversight
- Safeguarding Association assets
- Prepare materials and notifications for Board meetings including necessary reports and analysis for decision making.
- Legal administration
- Staffing and personnel
- Presentation of strategic plan, an annual plan of action and budget outlining how the Association will achieve the strategic plan put forth by the Board of Directors. This plan will include the specific actions that will be taken along with a timeline and the method by which the Board may measure the success of the actions;
- Development of non-dues based sources of revenue for the Association through sponsorships, promotions, events, etc.
- Plan, organize, promote, provide on-site event management and conduct all aspects of all meetings and events of the Association including site selection and contract negotiations, education program development, speaker selection, trade show and sponsorship solicitation, marketing of event, communications to members and post-event evaluation for future planning.
- Maintenance and reporting of the Association's funds and financial affairs in adherence with standard accounting principles and the financial policies of the Association.
- Originate and coordinate tournament qualifiers and finals, distribute promotional materials and rules for all events and encourage participation in state, regional and national tournament qualifiers.
- Compliance and administration of the Association's constitution and bylaws, as well as its various policies regarding financial affairs, and operations.
 - Necessary legal and financial filings as required by law.
 - Acts as representative of the Association to ancillary organizations
 - Completes and submits all necessary information to BPAA to retain BPAA affiliation.

Skills & Competencies:

- Excellent verbal and written communication skills
- Strong organizational and time management skills and be able to manage multiple priorities
- Maintain high attention to detail
- Self-starter with proven ability to work independently with little supervision
- Must be willing and able to travel 25%-50% of the time
- Strong presentation and public speaking skills

Required/Preferred Education & Experience

- Bachelor's Degree preferred
- 5 years' experience in business or Association management
- Experience with meeting planning

APPENDIX

SAMPLE: EXECUTIVE DIRECTOR EVALUATION FORM

The ED can be reached readily during normal business hours and on short notice in non-business hours. They consistently answers their phone, rarely allowing it to go to voice mail. Individual returns calls promptly.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED stays focused on both the mission of the Association and directions set forth by the board of directors.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED actively recruits potential members *over and above* any planned recruiting programs set forth by the board of directors and visits all members and non-members at least once a year.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED submits ideas and suggestions to the board in regard to the growth and development of the Association.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED communicates consistently and effectively with the membership. This would include newsletters, special mailings, web-sites, etc.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED attends all trade shows/conventions pertinent to the business of the Association and takes an active participation in educational programs, committee meetings and idea exchanges.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED maintains a close watch over the finances of the Association and consistently stays within budget. He/she is instrumental in seeing that the Association has a positive bottom line.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED maintains a positive working relationship with the BPAA and regularly communicates the messages, benefits and programs of the BPAA to the Association.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED professionally evaluates staff (if any) at least annually utilizing a process that assists the staff to understand their job requirements and their areas for improvement, if any.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

The ED is well thought of by the membership and is considered by the majority of the members to be a positive asset to the Association.

☐ Strongly Agree ☐ Somewhat Agree ☐ Somewhat Disagree ☐ Disagree

On a scale of 1 to 10 with 10 being excellent, how would you rate the overall performance of the ED? Circle your rating: 1 2 3 4 5 6 7 8 9 10

Comments _____

Exceptional performance – “Strongly agree” on 8 or more of the evaluation points and an average rating of 9 +

Very good performance – “Strongly agree” on 5 or more of the evaluation points; “Somewhat agree” on the rest and an average rating of 7 or better.

Average performance – “Somewhat agree” or better on 7 or more of the evaluation points; 2 or less “Somewhat disagrees” and an average numerical rating of 6 or better.

Below average performance – 4 or more “Somewhat agree”; 1 or more “disagrees” and an average rating of “5” or less.

APPENDIX

SAMPLE: MEETING EFFECTIVENESS SURVEY

[STATE ASSOCIATION]
BOARD OF DIRECTORS
MEETING EFFECTIVENESS SURVEY

[DATE]
[LOCATION]

The BOD materials I received were relevant and helpful and I considered all accurate and thorough. Yes No

I feel my time was well spent participating in this meeting. Information that can't readily be emailed was shared and brought a better understanding of certain topics. Yes No

Appropriate, sufficient discussion occurred before decisions were made and my opinion was heard. Yes No

The most valuable information we discussed was:

The board spent too much time discussing:

I understand the financials, governance policies and bylaws but would like clarification or more information about:

Please provide the name of one young proprietor that we could invite to a board meeting:

At the next board meeting, I think the board should discuss:

1)

2)

OVERALL, how would you rate this board meeting:
10 being very satisfied and 1 being very dissatisfied.

Suggestions and ideas to make the next meeting better/additional comments:

APPENDIX

APPENDIX



STRATEGIC PLAN 2023-2025

OUR MISSION

Enhance the profitability of our members

OUR VISION

Lead the industry towards increased participation, relevance and prosperity.



PROFITABILITY

Ensuring members' success through vibrant growth

- Advance the coordination of timely information to members regarding changes in economic conditions and opportunities.
- Introduce strategies to assist members limit/eliminate adverse financial impact from outside forces.
- Increase Smart Buy usage and programs.



EDUCATION

Develop education and training including the "importance of" and "how to" advocate at the national, state and local levels.

- Expand use of digital content from Bowling University studio.
- Introduce advocacy "toolbox" for use at national, state and local levels.
- Develop an accredited 4-year degree program.



SYNERGY

Create greater results for our membership through collaboration, engagement, networking and associated programs.

- Increase membership.
- Expand networking opportunities.
- Encourage usage of all associated programs.



WORKFORCE DEVELOPMENT

Develop career paths and support systems for the workforce of our members.

- Introduce industry career paths and options.
- Build partnerships with educational institutions.
- Encourage members to create a long-term staffing/employee strategy.



BRAND AWARENESS

Create positive perception of bowling across all platforms.

- Expand public's positive awareness of bowling.
- Introduce tactics to utilize media outlets more efficiently.
- Increase foot traffic by building awareness.

LEADERSHIP
COLLABORATION
EXCELLENCE
INSPIRATION
ACCOUNTABILITY
ADVOCACY

Support our members' knowledge and growth by leading with integrity
Listen, share, facilitate and engage across the industry
Build credibility by focusing on quality and delivering value to our members
Motivate and encourage members to grow their business knowledge
Generate measurable results through responsible and effective programs
Advocate on behalf of members to policy makers and consumers on issues facing our industry



APPENDIX

EFFECTIVE COMMITTEE MEETINGS

- ✓ Always start on time and end on time.
- ✓ Follow a definite agenda that has been received by committee members in advance (along with relevant reports and supporting materials relating to any agenda items to be discussed).
- ✓ Periodically review the committee's charge relative to the objectives of the Association and strategic plan (if applicable).
- ✓ Chairperson summarizes what a speaker says, entertains discussion, and obtains a decision.
- ✓ Adequate minutes are taken of each meeting.
- ✓ Chairperson guides, mediates, probes and stimulates discussions.
- ✓ All sides of an issue are examined, but the debate is not personalized by any committee member. While emotional discussion of an idea is good, an emotional reaction to a person is bad. If emotions are high, return the floor to a neutral person, seek a factual answer, or take a break.
- ✓ Discussion is kept on track and the issue is periodically re-stated with the goal of the discussion.
- ✓ The Chairperson monitors participation, controls talkative members and draws out silent members.
- ✓ Well-placed questions are asked and points of information and clarification are sought.
- ✓ Focus is kept on the central question and movement towards a decision is kept on track.
- ✓ New members are asked to express their views first (discussions tend to "close down" after senior members express their views).
- ✓ While consensus is sought, unanimity is not required. Do not compromise an idea by trying to get every last person to completely agree.