

IABC

TORONTO

**IABC/Toronto
Board Orientation Manual & Guide
2010–2011**

(Updated July 2010)

IABC/Toronto
296 Jarvis Street, Unit 7
Toronto, ON M5B 2C5



TORONTO

Welcome to the IABC/Toronto Board. I hope you will find the experience rewarding and fun.

This *IABC/Toronto Board Orientation Manual & Guide* has been developed to support you in your role, but you should also check out the tools and information posted on IABC/Toronto's website and Board Extranet, as well as IABC World Headquarters' website.

To kick off the year at the annual general meeting in June, I challenged everyone to think about why they are IABC/Toronto members. Why did you join and why do you stay? As we develop our new three-year strategic plan, I'd like us to keep those questions in mind. If we want people to know that IABC/Toronto is *the* place to be, we need to know why they came in the first place.

At the AGM I also challenged us to think about four "Bs":

- **Be energetic** – in June 2010, we reached our highest membership levels ever. Although 1,690 members is an impressive number, how can we better engage and galvanize our membership? What can we do to make IABC/Toronto an energetic, fun space where people want to be?
- **Be the best** – how can we demonstrate excellence, skills and know-how when we communicate with each other, potential members and our communities?
- **Be bold** – considering our diverse membership, it is unlikely that each of our initiatives will please everyone. What's stopping us from taking risks and considering new possibilities? How can we create a rich experience for our members?
- **Be proactive** – communication is no longer a one-way push of information. It's an exchange of ideas. How can we empower our members to be proactive, share their ideas and help drive the direction of the chapter?

These ideas are just the beginning. While I'm not sure exactly where we'll go from here, I do know that IABC/Toronto members are an awesome group of individuals, with inspiring ideas, talents and experiences. Let's work together to create an experience that our members value. Let's lead our chapter in a way that makes us proud.

Sincerely,

Carrie MacAfee
2010-2011 President
IABC/Toronto

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1 - The “Big” Picture: IABC Organizational Overview

1) Brand Definition

The International Association of Business Communicators (IABC) is a not-for-profit international network of professionals committed to improving the effectiveness of organizations through strategic interactive and integrated business communications management.

2) Vision

IABC links communicators in a global network that inspires, establishes and supports the highest professional standards of quality and innovation in organizational communication. We are recognized as the professional association of choice for communicators who aspire to excel in their chosen fields.

3) History

IABC began in 1970 as a merger between the American Association of Industrial Editors and the International Council of Industrial Editors. Corporate Communicators Canada joined IABC in 1974. In its first year of operation, IABC had 2,280 members and a budget of approximately U.S. \$100,000. Nearly 40 years later, IABC's membership has grown to more than 16,000 worldwide with an annual operating budget of \$5.1 (US) million.

Today, IABC is the leading resource for effective communication practice. It provides products, services, activities and networking opportunities to help people and organizations achieve excellence in public relations, employee communication, marketing communication, public affairs and other forms of communication. People around the world—in every industry and in the public and non-profit sectors—have taken advantage of its resources to advance their careers and meet organizational objectives.

IABC specializes in helping people and organizations:

- Make business sense of communication
- Think strategically about communication
- Measure and clarify the value of communication
- Build better relationships with stakeholders

4) Brand and Tagline:



From mid 2005 to early 2007, IABC completed a thorough process to identify the sound bite, the tagline, to clearly and simply articulate the IABC value proposition—to convey, in a few words, what our work and our association mean to our members, our profession and the broader business market. The end result was the development of the tagline: **Be Heard™**

Be Heard™ helps us tell our story to each audience we may try to reach:

- Within the association, for example, Be Heard™ helps articulate the experience created for current and prospective members.
- Within the profession, Be Heard™ is all about the global community we nurture to enable people to be heard.
- Beyond the association, Be Heard™ positions our role to advance and represent the profession.

5) Internal IABC Positioning Statement:

(Internal statement—to serve as a reference for anyone creating messages about the value of IABC.)

For professionals entrusted with effectively communicating organizational messages to internal and/or external audiences, IABC is the professional association that provides the multidisciplinary resources to help them succeed in their current jobs and expand their career opportunities by providing leading-edge professional development programs, inclusive networking opportunities and current best practices shaped by the global, national and local perspectives of its membership.

.... or Simplified:

Not-for-profit professional association that provides the multidisciplinary resources to help communicators:

- Succeed in their current jobs and
- Expand their career opportunities by...
 - Providing leading-edge PD programs
 - Inclusive networking opportunities
 - Current best practices (*...shaped by the global, national and local perspectives of its membership*)

6) IABC Brand Promise

(Articulation of the promise IABC makes to every member, every stakeholder)

IABC enables a global network of communicators working in diverse industries and disciplines to identify, share and apply the world's most effective communication practices.

7) Mission

- Provide lifelong learning opportunities that give IABC members the tools and information they need to be the best in their chosen disciplines.
- Share among our membership best global communication practices, ideas and experiences that will enable communicators to develop highly ethical and effective performance standards
- Shape the future of the profession through groundbreaking research.
- Lead the way in the use of advanced information technology in the profession.
- Unite the communication profession worldwide in one diverse, multi-faceted organization under the IABC banner.

8) IABC Brand Identity:

(Reflects attributes, benefits, personality and values that comprise IABC; Underlies emotional and functional connection we create with members, and drives our actions)

The following words describe IABC's brand identity internally and guide development of messages and marketing materials that are presented to varied audiences

- Global Perspective
- Professional Development
- Diversity
- Results Driven
- Responsive
- Engaging Activities
- Member Focused
- Multidisciplinary
- Timely and Actionable Information
- Inclusive and Welcoming
- Superior Networking Opportunities
- Information Exchange

2 - IABC: A Three-Tiered Structure

There are more than 16,000 IABC members working in more than 60 countries, 100 cities and more than 90 chapters throughout the world. IABC is organized into three levels:

1) Chapters

These local organizations are established by volunteer IABC members in 100 cities. Chapters offer a range of local services, including regular professional development meetings and workshops, member newsletters, awards programs and job placement. Chapters also provide an excellent opportunity for local networking with peers.

IABC/Toronto is the largest chapter in the IABC world. As of June 24, 2010, we had 1,690 members.

Within IABC/Toronto specifically there are also two established Special Interest Groups (SIGs).

Professional Independent Communicators (PIC)

Professional Independent Communications (PIC) renamed themselves in early 2010. The group was originally formed in September 2008 as the “Alliance of Independent Practitioners (AIP)”. Members meet regularly to discuss specific topics and develop productive ways to create a presence in IABC. Now PIC has about 160 members, most of whom have been IABC members for many years and have actively volunteered in different IABC/Toronto initiatives.

PIC Mission

To support independent IABC/Toronto communicators through professional development, networking and marketing.

PIC Goals

- To provide a forum for entrepreneurial communicators to share common issues, concerns and ideas of interest.
- To position IABC independent practitioners as “top of mind” among IABC corporate members looking for communications help.
- To generate referrals among PIC members.
- IABC/Toronto's VP of Association Management represents PIC on IABC/Toronto’s Board.

Any IABC/Toronto member who is an independent practitioner or who has an interest in becoming an independent practitioner can join—free of charge. This is an added value for your IABC membership.

IABC/Toronto Westend

IABC/Toronto Westend is a networking sub-group of IABC/Toronto. As of June 2010, there are about 245 members from Oakville to Mississauga to Brampton and more. This distance from Toronto can make it difficult to attend IABC/Toronto events downtown, so the group organizes formal or informal networking sessions in west Toronto. They also circulate Westend-based job leads and share contact information. There is no additional charge to be a Westend member.

2) Regions

Each chapter belongs to a specific region, often based on its geographic location. There are currently nine regions globally, each comprising several chapters:

- Africa
- Americas—representing Mexico, Central and South America
- Asia/Pacific
- Canada West
- Canada East/Region Est du Canada (*includes IABC/Toronto*)
- Europe/Middle East
- Heritage—representing much of the North and North Eastern United States
- Pacific Plains—representing much of the Plains and Western Region of the United States
- Southern Region—representing the Southern and South-western parts of the United States

Regions provide chapter support, leadership development and other programs and services including professional development events and awards programs.

Our District: Canada East

The Canada East Region is made up of eight chapters:

- [IABC/Newfoundland & Labrador](#),
- [IABC/Maritime Canada](#),
- [IABC/Montreal](#),
- [IABC/Toronto](#),
- [IABC/Grand Valley](#),
- [IABC/Golden Horseshoe](#),
- [IABC/Ottawa](#) and
[IABC/London](#).

Each chapter in the Region holds one voting position on the Board. The mandate of the regional Board is to support the development of chapter leaders.

Effective July 1, 2010, the 2010/2011 executive Board for the Canada East Region is:

Chair	Lana Collins, ABC* Director, Project Communications, Workplace Health, Safety and Compensation Commission St. John's, NL
Vice Chair	Rhonda Moore Senior Policy Analyst, Association of Universities and Colleges of Canada Ottawa, ON
Past Chair	Alix Edmiston, ABC Principal, AE Public Relations Toronto, ON
Director of Finance	Pamela Youngberg Senior Communications Consultant, Ontario Teachers Insurance Plan Waterloo, ON

Communications Director	Anna Relyea Associate Director, Strategic Communications, Ontario Science Centre Toronto, ON
Conference Director	Yvonne Callaway-Smith, MBA Communication Strategist, Midnight Oil Ink Montreal, QC
Awards Chair	Lynn Barter, ABC Director of Communications, Newfoundland & Labrador Medical Association St. John's, NL
Sponsorships & Strategic Partnerships Director	Yasmin Ranade Vice President & Publisher, WhatsYourTech.ca Toronto, ON

3) International

The international level of the association offers an array of direct services to individual members as well as management and leader support to chapters and regions. At the international level, IABC is managed by an elected volunteer executive Board—which sets the direction and policy of the association. Full-time staff work at the world headquarters in San Francisco, California, USA. IABC's governing document is its bylaws approved by chapter delegates.

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For more information about IABC International's by-laws (many which are applicable to or adapted for IABC/Toronto), visit: <http://www.iabc.com/about/iabcbylaws.htm>.



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3 - IABC/Toronto: Values, Goals & Strategy

1) IABC/Toronto - Our Guiding Values

The following tenets form the chapter's ethical foundation and should prevail, despite the Board's leadership or strategy for a specific year.

1. We are leaders in the field of communications excellence.

We strive to uphold the highest standard and inspire others to follow through professional development programs such as the Accredited Business Communicator (ABC), one of the highest professional designations in strategic organizational communications.

2. We are responsive to the needs of our members.

Developing tangible value to our members is our principal concern and we make a commitment to put their needs and preferences front and centre in all decision-making.

3. We are fiscally responsible.

Members deserve the highest value from their membership dollar and we are committed to spending and investing their fees responsibly.

4. We behave ethically and operate in an atmosphere where trust integrity and honesty are never compromised.

All members adhere to our Code of Ethics for Professional Communicators as a condition of their membership and use it as a guide in all their profit and not for profit interactions.

5. We care about our community.

Our members reach out to help those in our community with limited communications skills and recourses.

6. We are passionate about profession.

We believe that good communication practices contribute directly to increased shareholder value, client value, employee satisfaction and overall business success.

7. We believe in continuous learning and pursuit of excellence.

We offer our members opportunities to continually enhance their skills through regular professional development, initiatives, mentoring and volunteer opportunities.

8. We make a difference in our workplace and directly contribute to success.

Our members are called upon to provide counsel to the most respected and successful business leaders in the Greater Toronto area and surrounding areas.

9. We are proud to be part of a large international community of business communicators.

We think globally, act locally, and share best practices with our community of communications professionals that spans the world.

10. We respect the ideas, skills, experience and contribution of every member.

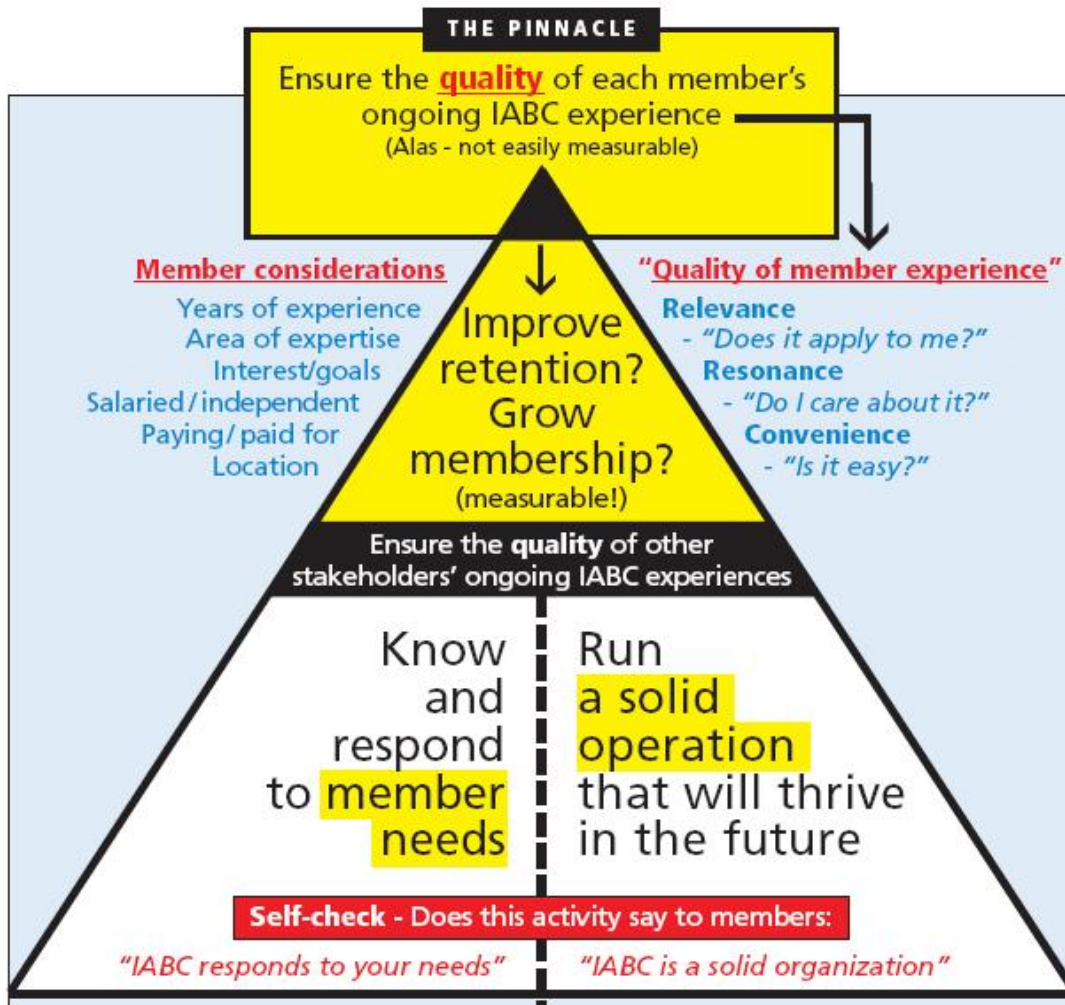
The diverse needs of our members are respected and supported through all the services and programs we provide.

2) Three-year strategy for 2010-2013

We will develop the new three-year strategy by the end of October 2010.

3) Our Three-Year Strategy for 2007–2010

The following summarizes our previous three-year strategy.



The three-year plan developed by the 2007-2008 Board for 2007-2010 is designed to focus on three key areas:

1. **Membership retention and growth**
2. **Knowing and responding to member needs**
3. **Running a solid operation**

The Strategic Goals and Strategic Priorities in the tables that follow align with this framework.

Strategic Goals	Baseline	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
Improve Retention by reducing lapsed members* * Defined as < 30 years experience, lapsed for 6 or more months.	More than 25% lapsed members in 2006/07 but declining but dropped to approx. 22% in 2007.	Reduce lapsed members to 20%	Reduce lapsed members to 18%	Reduce lapsed members to 16%
Increase Overall Membership* *Including subset targets for students and corporate	On upward trend Reached 1,400 in Spring 2007.	1,550 members*	1,650 members*	1,750 members*
Increase Student Conversions to Full or Transitional Memberships	Strong metric to support growth	7.6% conversion rate <i>(Based on HQ estimates, June 08)</i>	8.8% rate	10% rate
Increase Transitional Member Conversions to Full	Strong metric to support growth	64% conversion rate (June 08) <i>(Based on HQ estimates)</i>	72% conversion rate	80% conversion rate
Increase Senior Member* Retention *Defined as 10+ yrs experience	Need baseline	N/A	TBD	TBD

Strategic Priorities	Baseline	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
1. Know & Respond to Member Needs:				
Increase ABCs	Chapter has most accredited members in world. ABCs increased by 29% in 2006/07 & 40% in past 2 yrs.	90 ABCs or 5.5%	110 ABCs or 6%	130 ABCs or 7%
Increase Senior Members Satisfaction - with Events	Some believe senior members are neglected in chapter events	Measure via % of senior members attending events <i>(Need baseline from PD.)</i> Strategy: Increase no. PD events at senior level	TBD	TBD
Increase Information for Senior Members & Satisfaction	Many perceive IABC/ Toronto com vehicles to have insufficient content for Sr. members.	Increase X articles geared to senior members Measure satisfaction	TBD	TBD
Increase Member Satisfaction with programs &	Member In 2006/07 member survey, 24.6% of	30% of members very satisfied with programs &	35% of members very satisfied with programs &	40% of members very satisfied with

Strategic Priorities	Baseline	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
1. Know & Respond to Member Needs:				
services	members stated they were very satisfied with programs & services	services <i>(Fall 2008 survey to measure)</i>	services	programs & services
Increase Attraction of PD Events	Increase annual % of members who attend events (Note: 2007/08 11%)	18% members attend events in Board year	22% members attend events in Board year	26% members attend events in Board year
Increase Student Membership & Retention (as measured through conversions) via targeted content, events and volunteer involvement.	Toronto has highest number of student members at 126* but can improve. <i>(Should also increase Student M. satisfaction levels but need standard scoring matrix)</i>	135 student members or 8% of membership	155 student members or 9% of membership	175 student members Or 10% of membership
Increase Transition Student Members	Strong target to focus on as these members do bring in chapter funds & hold potential for conversion to full.	21 Transitional members* (*as of June 9/08)	31 Transitional members	41 Transitional members
Increase Corporate Members	Increase corporate memberships. Currently, Toronto has 17 corporate memberships (178 individuals)—12% of our membership—or 7% of worldwide corp. memberships.	18 corporate memberships—or 8% of corporate memberships worldwide	21 corporate memberships—or 9% of corporate memberships worldwide	24 corporate memberships—or 10% of corporate memberships worldwide
Increase Percentage of Members who Volunteer	In 2006/07, there were more than 80 active volunteers in chapter (5%) but opportunities have not kept pace with member interest.	113 (7%) Members who volunteered	130-135 (8%) Members who volunteered	145-150 (9%) Members who volunteered
Increase Volunteer Satisfaction Increase members satisfaction levels with volunteering experience/opportunities, based on annual survey	2006 member survey: 29% ranked volunteer opportunities as fair to poor; 22% ranked experiences as completely satisfactory; 6% were unsatisfied and 14.1% were somewhat satisfied.	25% of member survey respondents who rank volunteer opportunities as completely satisfactory (85% ranked experience as valuable)	35% of member survey respondents who rank volunteer opportunities as completely satisfactory	45% of member survey respondents who rank volunteer opportunities as completely satisfactory
Increase Partnering Initiatives	Develop relationships with external related	Participate in 1 initiative/event with an external partner	Participate in 1 initiative/event with a new	Participate in 1 initiative/event with a new

Strategic Priorities	Baseline	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
1. Know & Respond to Member Needs:				
	organizations (Key CMA metric)	organization; Participated with ALL on Social Media Conference	external partner organization	external partner organization or re-engage with year 1 partner
Increase Community Involvement & Results	CMA category—and key component to engagement	Raise \$500 in funds for not-for-profit organization or provide \$1,000 in in-kind support; Raised \$900 for ABC Literacy Can	Raise \$1000 in funds for not-for-profit organization or provide \$1,500 in in-kind support	Raise \$1500 in funds for not-for-profit organization or provide \$1,500 in in-kind supt.

Strategic Priorities	Baseline	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
2. Run a Solid Operation that will thrive in the future				
Sustain CareerLine Revenue	CareerLine revenue @ 120K for last two years. An economic downturn may impact this revenue stream.	Generate 100K through CareerLine	Generate 100K through CareerLine	Generate 100K through CareerLine
Grow Other Advertising Resources & Revenue	Reduce dependence on CareerLine & sponsors (Has been as high as \$18k in some yrs)	\$9,500 (as per budget)	\$11,500	\$13,500
Sustain Strong Financial Base & Use Responsibly for Member Value	Strong financial performance for several years - 2006/07 net was \$33,213k higher than budget projections	Ensure 25% or less of unrestricted reserves are spent	Ensure 15% or less of unrestricted reserves are spent Develop budget that estimates a break-even status and is approved by Oct. Board meeting	Ensure 10% or less of unrestricted reserves are spent Develop budget that estimates a break-even status and is approved by Oct. Board meeting
Key Unmeasurable Practices for all yrs:	<ul style="list-style-type: none"> Review expenses against overall Board mandate to provide member value Manage portfolio budgets through ongoing analysis of expenses vs. revenue and collaboration with Board members Ensure restricted reserves are reflective of membership base, increase from unrestricted reserves if necessary (\$25K moved in 2007/08) Allocate small portion of unrestricted reserves to increase member value (e.g. in 2007/08, 3% of unrestricted reserves allocated to member event) 			

Strategic Priorities	Baseline	Year 1 2007/08	Year 2 2008/09	Year 3 2009/10
2. Run a Solid Operation that will thrive in the future				
	<ul style="list-style-type: none"> Continue commitment to Research Foundation, as possible or in line with surplus policy. 			
Improve Collaboration Within Board	Leverage Board extranet to as repository for knowledge transfer/other goals	Difficult to measure—Evidence of success will be seen in other metrics		
Improve Knowledge Transfer	Lack of knowledge transfer during succession process & portfolio turnovers noted from year to year.	Difficult to measure—Evidence of success will be seen in other metrics		
Grow Chapter Leaders	Benefits from Annual Chapter Leadership Institute (CLI) facilitates knowledge transfer via networking between chapters, sharing best practices & educating chapter leaders	Send at least 3 Board members to LI in addition to President and EVP. At least 2 Board members in active roles at LI	Send at least 3 Board members to LI in addition to President and EVP. At least 3 Board members in active roles at LI	Send at least 3 Board members to LI in addition to President and EVP. At least 4 Board members in active roles at LI
Optimize Governance	Develop a strategically-focused Board that is not encumbered by operational responsibilities	Develop plan to begin reform of Board structure	Transition year 50% of Board has 3+ years of Board experience 90% of Board previously served in a director role	New Board structure in place
Win Recognition for Chapter Leadership through Chapter Management Awards (CMAs) at Leadership Institute (LI)	Toronto largest & role model; chapter has largest number of members in the world. Consistently wins Chapter Management Awards for operations	Win CMAs in at least 6 out of 8 categories with 50% awards of excellence	Win awards in at least 6 out of 8 categories with 50% awards of excellence	Win awards in at least 6 out of 8 categories with 50% awards of excellence - Chapter of the year?

Year One Results:

In 2007–2008, year one of the plan, the following successes were achieved:

1. Retention improved (lapsed members reduced from approx. 20 to 19%)
2. Membership increased (target of 1,550 members was reached)
3. Accredited members increased to 90 (exceeded goal of 5%)
4. Increased number of volunteers (113 volunteers, 85% ranked experience as valuable)
5. Engage in partnering initiatives—partnered with ALI on Social Media conference
6. Strong community involvement: Raised \$900 for ABC literacy Canada and matched amount; gave 4 Kay Staib Scholarships; donated to Gary Schlee (Centennial coordinator, past IABC/Toronto president) scholarship; donated \$2,000 to IABC Research Foundation
7. Strong fiscal health was sustained.
8. Leadership development initiatives were made (Five Board members attended Leadership Institute, three presided at roundtables)
9. Initiatives made toward governance and knowledge-transfer (Board Orientation, Re-definition of Board roles, and Board Extranet launched)

Year Two Results

In 2008–2009, year two of the plan, the following results were achieved:

1. Retention slipped due to economy (25% lapsed since July 2008 vs. target of 18%)
2. Membership increased (1,653 overall, meets target of 1,650)
3. Number of ABCs increased to 92 (lower than goal of 110, but close to 6% goal at 5.6%)
4. In fall member survey, 80% were at least satisfied with programs & 33% were “very” satisfied
5. Number of members who attended a PD event met the 22% target
6. Increased member volunteers to 165 (22%), much higher than 135/8% target
7. Social responsibility event raised awareness of the chapter’s new SR policy and raised \$680 for Volunteer Canada.
8. CareerLine generated \$30,460 (as of May 31, 2009), much lower than planned.
9. Budget with loss (due to surplus) approved at Oct. Board meeting, final figures pending but estimated loss (lower than planned) at \$14K
10. Est. 65% of the Board has 3+ years of Board experience; 79% of Board previously in director role
11. 6 Board members sent to LI, 3 Board members in active roles at LI
12. Won Large Chapter of the Year at CMAs

Year Three Results

In 2009-2010, year three of the plan, the following results were achieved:

[To be added]

5 - Your Role on the Board

1) 2009/10 IABC/Toronto Board Role Descriptions

The following job descriptions apply to each portfolio.

All vice presidents are responsible for:

- Making every effort to attend prescheduled monthly Board meetings (excluding summer), with an upfront goal to attend a minimum of eight meetings (in person or via conference call)
- Sending a portfolio director in their place, if they cannot attend a Board meeting
- Submitting a portfolio report, if they cannot attend the relevant Board meeting or if they have a significant quantity of updates
- Serving as an ambassador for IABC/Toronto, with an upfront goal to attend at least seven IABC/Toronto events during the Board year (including AGM, volunteer recruitment and recognition). (Note: some Board roles warrant even more frequent attendance at chapter events to maximize effectiveness.)
- Keeping in regular contact with all portfolio volunteers, both prospective and current, to ensure a smooth operation and positive experience for all
- Monitoring portfolio and chapter budget carefully and communicate any updates/concerns to the VP, Finance as required
- Familiarizing themselves with all relevant material from other portfolios, as well as agenda items for discussion so that they arrive prepared for Board meetings
- Communicating relevant information to their portfolio directors and committee members
- Responding to time sensitive inquiries in a timely manner
- Providing relevant input to online discussions and participating in all online voting processes, as required.

President

Responsibilities

- Automatic succession to this position after serving as chapter Executive Vice President.
- Build a cohesive Board that will meet or exceed the networking, professional development, resource, voluntarism and other needs of IABC/Toronto members.
- Plan and execute, by August each Board year, a strategic planning session of the Board, either to develop a new three-year strategy or review and refine the strategy in progress.
- Facilitate IABC/Toronto Board meetings and chair meetings of the chapter executive.
- Liaise and represent the chapter at an international and regional level.
- Monitor and support activities of all Board members.
- Welcome new Board members.
- Represent the chapter in professional, educational, community and public roles and serve as its primary spokesperson to media.
- Plan and lead Annual General Meeting (AGM).
- Conduct a semi-annual performance review of each Board member.
- Ensure each Board member has a clear succession plan for their portfolio.

Immediate Past President

Responsibilities

- Automatic succession to this position after serving as chapter President.
- Provide continuity for IABC/Toronto Board.

- Preside over meetings in the event both the President and the Executive Vice President are absent.
- Oversee Communicator of the Year (COTY) award – chair a committee of past IABC/Toronto presidents to select the winner. Plan and execute an event at which the COTY award is presented, with support from the Networking and Special Events Portfolio.
- Chair the annual Board Nomination Committee using the revised Board responsibilities, as vetted by the Executive Vice President.
- Coordinate and develop opportunities for leadership development of IABC/Toronto Board members.
- Represent IABC/Toronto, upon request, to international, professional and business communities.
- Develop a strategy to communicate and expand the member discounts (affinity benefits) program for IABC/Toronto members and manage ongoing relationships with vendors who have joined the program.
- Prepare and submit entries for IABC Chapter Management Awards (CMA) during years that the chapter is eligible. (This excludes the year following one in which the chapter wins International Chapter of the Year. In these years, this person will manage CMA judging instead.)
- Announce results of CMA submissions and thank previous Board members and volunteers for their efforts.
- Develop annual report with input from other portfolios.

Executive Vice President

Responsibilities

- Automatically succeeds to President after one year.
- Review and update IABC/Toronto by-laws, policy manual and constitution.
- Preside over Board meetings in the President's absence.
- Assist in training and orientation of new Board members.
- Provide oversight of the social responsibility policy, including liaison with the chapter's social responsibility committee.
- Recruit Think Tank Director(s) and other directors, as required, for specific initiatives.
- Organize two Think Tanks - chapter's bi-annual focus group.
- Review and update all Board responsibilities by the end of February each Board year.
- Serve on the nominating committee responsible for the succeeding Board's positions.
- Serve as IABC/Toronto's Privacy Officer.
- Provide back-up support to President and oversee special projects, if required.

Vice President, Accreditation & Standards

Responsibilities

- Promote IABC's Code of Ethics and provide oversight of the chapter's practices to ensure they follow the highest professional and ethical standards. Handle ethics-related inquiries to IABC/Toronto's chapter Board.
- Oversee advocacy strategy and initiatives, in cooperation with the Board executive and in alignment with applicable IABC International initiatives.
- Promote and market the IABC accreditation process.
- Oversee the Accreditation College for members seeking the designation of accredited business communicator (ABC).
- Recruit Accreditation College and Examination Directors and oversee other volunteers to coordinate all accreditation & standards activities, as required.

- Collaborate with other portfolios, as required, to recruit ABC-accredited volunteers for roles in which senior expertise is needed.
- Co-ordinate volunteer recruitment and placement, as requested, for the judging of IABC award programs (i.e., OVATION, Gold Quill, Silver Leafs, etc.), in collaboration with other portfolios.

Vice President, Advertising and Sponsorship

Responsibilities

- Work with the IABC/Toronto Board members to ensure all sponsorship and advertising activities for the chapter are streamlined through this portfolio.
- Recruit dedicated sponsor directors, as required, and oversee committee to co-ordinate all advertising and corporate sponsorship activities.
- Oversee communications, contracts and initiatives to establish and sustain sponsor relationships.
- Ensure that all advertising and sponsorship clients receive recognition as per their contracts with IABC/Toronto.
- Generate revenue through the sale of advertising for all chapter publications and communication vehicles (including *Communicator*, e-Lerts and IABC/Toronto's website).
- Oversee the chapter's CareerLine job posting service and collaborate with the Marketing Communications portfolio to promote it.

Vice President, Association Management

Responsibilities

- Serve as IABC/Toronto's official record keeper and corporate secretary
- Represent IABC/Toronto in the absence of the President, executive vice-President and the immediate past-President and act as the executive committee liaison to the IABC/Toronto office.
- Ensure that contract administrative support is adequate, effective and used in a fiscally responsible manner.
- Organize IABC/Toronto Board meetings (i.e., create and distribute agenda and minutes, book a venue, order refreshments, etc.).
- Serve as the official election judge on all matters requiring a formal vote of the IABC/Toronto membership.
- Monitor the Board's chapter management extranet in coordination with the IABC office.
- Manage Board calendar and other cross-portfolio knowledge-sharing tools as required.
- Represent the Professional Independent Communicators (PIC) and IABC/Toronto's Westend Group at the Board level, as well as any other new and evolving Special Interest Groups (SIGs) at the Board level.

Vice President, Awards

Responsibilities

- Manage an effective chapter awards program that adds value to the members' experience by offering them an opportunity to gain recognition for excellence in the communications profession,
- Ensure OVATION Awards template and timelines are followed.
- Work with the Marketing Communications and Sponsorship portfolios to market the award ceremony and encourage member participation.
- Oversee development of call for entries for the OVATION awards, The Bobbie Resnick Philanthropy Awards and the Award of Distinction.

- Develop and oversee initiatives to educate communicators about best practices for award submissions, including a "how to win" seminar.
- Ensure winners are recognized in multiple ways in collaboration with the Marketing and Member Communications portfolios.
- Recruit large team of volunteers. Director positions can include: Director of Marketing, Director Gala, Director of Materials, Director of Sponsorship and Director of Awards.
- Produce event program and winning entries book.

Vice President, Finance

Responsibilities

- Ensure (with the assistance of paid bookkeeping support) that IABC/Toronto is operated in a fiscally responsible manner.
- Oversee the development and approval of IABC/Toronto's financial budgets. Final budget approval to be completed by the end of October for each Board year.
- Maintain IABC/Toronto bank accounts, records and cheque delivery.
- Monitor financial standing of IABC/Toronto and IABC.
- Monitor Board member expenses and associated processes to ensure adherence to policies and ethical use of association funds.
- Collaborate with other portfolio Board members to ensure ongoing management of portfolio budgets.
- Oversee process/sub-committees to review and recommend surplus (if applicable) or excess reserve initiatives allocated in a given Board year.

Vice President, Marketing Communications

Responsibilities

- Oversee committee to implement the external relations and marketing activities of IABC/Toronto.
- Work with other IABC/Toronto portfolios to ensure the proper and appropriate marketing needs are met.
- Develop a plan to create and execute all marketing and external relations activities.
- Respond to and manage ad-hoc partnership opportunities with external organizations, working in collaboration with other portfolios when required.
- Proactively research speaking opportunities for the IABC/Toronto Board members.
- Establish a regular review of IABC/Toronto branded materials.
- Oversee maintenance of media list and implementation of strategic tactics to leverage newsworthy PD events and other IABC initiatives through relevant media channels.
- Maintain biographies for each member of the IABC/Toronto Board.
- Oversee maintenance of Media centre on chapter website to ensure releases, fact sheets, glossary and other collaterals are relevant and current.
- Serve as key media relations contact for both reactive and proactive initiatives. Coordinate interviews with President or most relevant Board member for each scenario.

Vice Presidents, Member Communications

Responsibilities

- Develop and implement a strategic plan for providing IABC/Toronto members with valuable communication, across all channels, both print and online.
- Oversee the activities of committees to ensure IABC/Toronto members receive high-quality and timely information about the industry, programs, services and benefits of IABC/Toronto.

- Create editorial/publication timeline for the duration of the Board year with submission and publication dates for the various IABC/Toronto communications tools.
- Ensure editorial support for IABC/Toronto portfolios.
- Supervise the editorial, development and design teams for:
 - o *Communicator* - the chapter's bi-monthly internal publication and its special issues (OVATION)
 - o e-Lerts - the chapter's bi-weekly electronic newsletter
 - o Website - (<http://toronto.iabc.com>)
 - o Event flyers
- Manage moderators and chapter initiatives to maintain and leverage social media channels (IABC eXchange, Facebook, Twitter, LinkedIn) to meet chapter mandates.
- Review and revise social media guidelines, disclaimers and other management tools, as required.
- Recruit *Communicator* Director, Web and Social Media Director and other directors, as required.
- Establish and enforce adherence IABC/Toronto style guide.
- Establish regular review of IABC/Toronto communication vehicles.

Vice President, Membership

Responsibilities

- Monitor new memberships and communicate welcome message in collaboration with President.
- Ensure member inquiries are acknowledged and fulfilled in a timely manner.
- Administer membership surveys in alternating years (2010, 2012, 2014)
- Ensure, with help from the Marketing Communications portfolio, that IABC is marketed to lapsed members and unsigned prospects.
- Develop and implement, with help from the Networking Special Events portfolio, activities to welcome new members to IABC/Toronto and acknowledge ongoing and long-term members.
- Conceive and oversee strategic initiatives to recruit and sustain student and transitional members.
- Administer the Kay Staib Memorial Scholarship for post-secondary programs.
- Communicate and promote call for entries for the Student of the Year (SOTY) Award, in collaboration with the Awards portfolio.
- Co-ordinate activities of volunteers and committees to develop and implement programs to retain and recruit members.
- Create an exit information strategy and a proactive retention program.

Vice President, Networking & Special Events

Responsibilities

- Organize themed, after-work Munch 'n' Mingle networking or special events throughout the Board year. At least one of these events should be presented in partnership with a relevant external organization.
- Organize at least one fundraising, socially responsible or community-oriented event during the Board year, in addition to or as part of the Munch 'n' Mingle events.
- Ensure events are fun for members and that the chapter's fiscal commitment for each event is met.
- In cooperation with Member Communications portfolios, ensure each event is adequately promoted well in advance (7 - 12 weeks) through e-Lerts, notices in *Communicator*/flyers, at other events and through other appropriate channels including social media.

- Ensure a photographer is available at select events to provide a visual record of the event, which is sent to the Membership Communications portfolios for inclusion in the *Communicator* newsletter, the IABC/Toronto website and other vehicles.
- Support the Immediate Past President to execute an event at which the COTY award is presented.
- Recruit event directors, as required, and oversee committee to develop and manage networking and special events.

Vice President, Professional Development (PD)

Responsibilities

- Provide IABC/Toronto members with a valuable professional development experience.
- Develop balanced topic and speaker line-up that meets diverse needs of membership, is based on industry trends, event evaluations, membership surveys and ad hoc member input and incorporates sponsor interests/resources, where appropriate.
- Organize at least one student event during the Board year, as part of the year's learning events, in collaboration with the Membership portfolio.
- Recruit event directors, as required, and oversee committees to plan, develop and deliver at least 6 learning events per Board year.
- In cooperation with Member Communications portfolios, ensure each event is adequately promoted well in advance (7 - 12 weeks) through e-Lerts, notices in *Communicator*/flyers, at preceding events and through other appropriate channels.
- Run events that provide member value and meet the fiscal commitments of the chapter.
- Collaborate with Sponsorship portfolio to incorporate and fulfill sponsor commitments.
- Explore opportunities to partner with like-minded associations for select PD events, as appropriate.
- Maintain a comprehensive record of venues, resources and events implemented for portfolio successor.
- Organize a PD event for September of the following Board year and transition its implementation to the following year's PD team.
- Collaborate with the Member Communications portfolio to ensure each PD event is effectively leveraged (through best practices summary, review, interview or other editorial) through the most appropriate member communication vehicle.

Vice President, Volunteer Services

Responsibilities

- Oversee committees that plan, develop and implement IABC/Toronto's volunteer recruitment, placement and recognition activities.
- Organize, with help from the Networking Special Events portfolio, a volunteer recruitment event at the beginning of the year.
- Ensure all IABC/Toronto portfolios have the appropriate number of volunteers to execute various portfolio strategies/activities.
- Ensure volunteers are matched appropriately to receive the best possible developmental opportunities.
- Develop and oversee implementation of initiatives to motivate, recognize and thank volunteers throughout the year.
- Organize a volunteer recognition event at the end of the year.
- Oversee management of a mentoring program.

2) VP & Board Decision Making Accountabilities

A. Your decision-making responsibilities

You are responsible for developing your portfolio plan and budget—then making decisions pertaining to your area of responsibility against your approved budget.

B. Decisions to be made by the Board

- Any decision significantly affecting IABC/Toronto revenues
- Any decision that asks for expenses above and beyond your budget
- Decisions affecting the membership-at-large
- Decisions affecting other portfolios
- Requests for advice/feedback from other Board members
- Actions required by other Board members

6 - Board Operations

1) Chapter Administration & IABC/Toronto Office

1. IABC/Toronto has an office with a full-time staff person within Funnel Communications.
 - a. The IABC/Toronto Account Manager: John Chagnon can be reached at 416-968-0264 and toronto-info@iabc.com from Monday to Friday, 9 a.m. to 5 p.m.
2. **Timeliness** - Please note that John does work for several associations and completes work in the order in which it is received. With the exception of true emergencies, it is not reasonable to expect immediate turnaround on requests.
3. **Engaging the Office** - All instructions for work must be submitted in writing via e-mail to toronto-info@iabc.com. Please ensure your instructions are very clear. Limit your communication to one e-mail only, detailing the necessary information.

Even if you are working with someone in the Funnel office other than John, please copy John, who is the IABC/Toronto account manager, on all email correspondence.

Please use the following outline for each request:

- a. **Complete details** for work to be done.
 - b. **Portfolio** to allocate time to for billing (if not your own, please copy the relevant VP)
 - c. **Timeline of project.**
4. **Using Volunteers**—To help reduce office hour expenses, we recommend the use of volunteer(s) whenever possible. Please contact the VP, Volunteers with volunteer needs and requirements. Volunteer postings can also be posted on IABC/Toronto’s website.
 5. **E-Lert, Event Flyer and Communication Timelines**—A complete timetable is provided to all VPs early on in the Board year. Please keep this on file and follow it. Note the Friday noon deadline for e-lerts, which is fairly rigid.
 6. **IABC/Toronto letterhead and envelopes** can be obtained from the IABC/Toronto office upon email request.
 7. **Cheque Requisition Forms** should be completed by Board members NOT the office on their behalf.

Note: Directors must report to VPs, not to the office. To ensure VPs are updated, directors should communicate all their requirements to VPs (i.e., not directly to the office). From thereon, the VP communicates this information to the office.

2) Management Reports

The IABC/Toronto office regularly generates and sends the following Management Reports to Executive Board members:

- **CareerLine report**—sent monthly to VP, Advertising and Sponsorship and VP, Association Management.
- **Membership report**—sent monthly to VP, Membership and VP, Association Management.

- **Advertising Report**—sent monthly to VP, Advertising and Sponsorship and VP, Association Management.
- **Event registration and Feedback Reports**—sent to Board and key directors every Thurs. To help reduce office hour time, event registrations are entered once a week. Updates will only be given each Thursday and regularly if requested up to 48 hrs prior to event.
- **Office hour Summary Report**—sent to VP, Association Management.
- **Event final Breakeven Analysis**—sent to VP, Finance, President and VP in charge of event. Issued once all expenses have been submitted and in the month after the event was held.
- **6-month review Report:** sent to the Executive Committee every six months

3) Board Meetings

Profile of an Effective Meeting and Robert's Rules of Order

Profile of an Effective Meeting

- There is an understood purpose.
- There is obvious leadership.
- An agenda has been circulated.
- Time is used efficiently.
- Decisions are made by majority or by consensus.
- All opinions are heard/no one person dominates discussion.
- There are opportunities for questions to be answered.
- Reports are prepared in advance and delivered succinctly.
- Written minutes with indications of action needed are circulated.
- All participants feel a sense of accomplishment.

Duties of the Chairperson

- Know why the meeting is being held.
- Know what the outcomes of the meeting should be.
- Ensure that an agenda is circulated in advance.
- Ensure that each participant knows his/her role.
- Understand the basics of parliamentary procedure and apply that knowledge to control the meeting.
- Display interest and enthusiasm for the task.
- Control "talkers" and encourage "mutes."
- Act as spokesperson for the group.
- Give recognition and credit to individuals.
- Plan ahead.

The Basics of Parliamentary Procedure

Five Basic Principles

- Only one subject may be before the assembly at one time.

- Each item presented for consideration is entitled to fun and free debate.
- Every member has rights equal to every other member.
- The will of the majority must be carried out, and the rights of the minority must be preserved.
- The personality and desires of each member should be merged into the larger unit of the organization.

Motions

- Rise and address chair.
- Wait for recognition.
- Make your motion - "I move..."
- Another member seconds - need not rise. If there is no second, the Chair says, "The motion is lost for want of a second."
- Chair states motion - "it has been moved and seconded that..."
- Discussion or debate - "Is there any discussion?"
- Chair takes vote - "All those in favour say 'aye'... Those opposed 'nay'..."
- Methods of voting - voice, show of hands, rising vote, ballot, mail ballot and proxy if bylaws permit.
- Chair announces vote and result. "The motion is carried and the club will... etc."

Note: There is no such thing as a negative motion. Example: "I move that we do not hold a Munch 'n' Mingle next month." - A motion must always be a positive statement.

Amendments

- An amendment to a motion may be proposed at any time during the discussion.
- It cannot have the effect of nullifying the main motion but must be relevant to the subject matter of the motion and may amend it in only one of three ways:
- By leaving out certain words
- By adding certain words
- By deleting certain words and replacing them by others. No more than two amendments may be before the meeting at one time. As soon as one amendment has been accepted or rejected another may be proposed provided that it is different in purport from the one already defeated.

Voting

- On motions and amendments, is in the reverse order in which they are made:
- On the amendment to the amendment (the secondary amendment)
- On the amendment (the primary amendment)
- On the motion or the motion as amended (don't forget this if there have been amendments to the motion).

Irrelevant Remarks

- Irrelevant remarks should be stopped immediately by the Chair. A person who has already spoken on the question should not be allowed to speak again until all those desiring to speak have been heard. (This is at the Chair's discretion). Only one speaker may have the floor at a time. No one may speak until he has been given the floor by the Chair. Every speaker must address his remarks to the Chair.

- Deciding Vote
- Normally the Chair does not vote except in the case of a tie. He/She generally votes against a motion on the assumption that if half the members are opposed, the matter should not be forced upon them.
- Withdrawal of Motions
- General procedure permits the withdrawal of motions on consent of the mover and seconder. Amendments must first be withdrawn in reverse order with full consent of their sponsors. If any of these refuses consent, the motion must stand.
- Precedence of Motions

Motion	Vote Required	Remarks
1. To fix the time of next meeting	Majority	Debatable as time only
2. To fix the time of adjourn	Majority	Debatable as time only
3. To adjourn	Majority	Debatable as time only
4. To take a recess	Majority	Not debatable
5. To raise a question of privilege	No Vote	Not debatable—no 2nd
6. To rise to a point of order	No Vote	Not debatable—no 2nd
7. To call for orders of the day	No Vote	Not debatable—no 2nd
8. To lay on the table (or remove from the table)	Majority	Not debatable
9. The previous question	Two-thirds	Not debatable
10. Limit or extend limits of debate	Majority	Not debatable
11. To postpone to a definite time	Majority	Debatable as time only
12. To commit or refer	Majority	Debatable
13. To amend	Majority	Debatable
14. To postpone indefinitely	Majority	Debatable
15. The main motion	Majority	Debatable

Rejected Motion

A rejected motion should not come up again during the same term unless at least two-thirds of the members present approve of a motion "that the question be reconsidered." This motion is not debatable and calls for an immediate vote.

Point of Order

The point of order and the question of privilege are the only legitimate means of interrupting another member while he is speaking (except that, with the consent of the speaker questions may be asked). If a member feels that improper language has been used, irrelevant argument introduced, or a rule of procedure broken, he is entitled to "rise to a point of order" interrupting the speaker. The point must be stated definitely and concisely. The Chair shall decide without debate, though he/she may ask opinions. He/she should not argue and should state his/her opinion authoritatively. This ruling may be appealed by the member. If so, the Chair states his/her decision and the point of appeal then puts the question which is not debatable: "shall the decision of the Chair stand as the judgment of this meeting?" A simple majority determines the issue. This merely settles a point of procedure and is not a vote of confidence in the Chair.

To Table

To table a motion is not debatable and requires only a simple majority. If the motion is to table only until a particular time, it is debatable as to time only. If carried, the motion in question comes

up automatically at the appointed time. If indefinite as to time, it remains tabled until such a time as another motion (not debatable) "that the former one be reconsidered" is passed. A simple majority is required in this case.

To Postpone Indefinitely

This is a motion to reject the main motion without actually incurring the risk of a direct vote on it. The motion cannot be amended but is debatable.

The Previous Question

This is the term for the demand for an immediate vote. General usage is as follows: "The motion that the question be now put" is moved and seconded in the ordinary way. It is not debatable and requires a two-thirds affirmative vote. If it is passed there can be no further discussion on the main motion, except that its mover is generally accorded an opportunity to close the debate before the final vote is taken. If rejected, the debate continues. If an amendment is under discussion, it must be disposed of before the previous question may be removed.

Sample Agenda

- Name of Committee
- Place and time of meeting (can include directions or parking recommendations)
- Members names
- Call to order
- Approval of minutes of (Date) meeting as circulated
- Business arising from the minutes
- Financial Report (if appropriate)
- Proposal from a VP
- Vice President Report
- New Business
- Adjournment

Minutes

Minutes will be taken and will focus on capturing highlights, decisions and actions – not verbatim discussions. The VP Association Management is responsible for reviewing and providing a copy of the minutes and agenda for each Board meeting to all VPs, and to the office for record-keeping purposes. Minutes will be distributed to Board members within 5 days of each meeting. The minutes are also distributed to the office to assist the staff in keeping aware of portfolio activities that might affect them, and allows for efficient time allocations. Minutes will be amended/approved by the Board.

Action Items

At each Board meeting, action items will be set to encourage IABC/Toronto vice presidents to achieve the objectives they set out at the beginning of the year. Action items are to be carried out by the Board member for whom it is allocated. Each VP is responsible for ensuring completion of his/her own action item(s).

4) Board Reports

Format

- Your monthly portfolio report will be provided verbally at the monthly Board meetings so that they can be recorded in the monthly minutes. If you cannot make the meeting or have a significant amount of information to relay, please provide a written report. (See below for outline and requirements.)

Necessary Information

- The Board report provides a monthly update on activities in your portfolio.
- Information required includes:
 - Portfolio objectives (consistent core of report)
 - Relevant activities under aligned objectives
 - Indication of activities linked to Chapter Management Awards (CMA) metric
 - Measurable results/portfolio highlights at-a-glance
 - Upcoming initiatives/programs
 - Any actions needed by other Board portfolios.
- A Portfolio report template will be provided prior to the first fall Board meeting for use throughout the year

Deadline Dates

- If you cannot make the Board meeting, written Board reports are due the Friday prior to the meeting week and should be submitted to the VP Association Management so that they can be both reviewed at the monthly Board meeting and added to the minutes.

How information will be used

- The information gathered from the Board reports will be used to update Board members on your portfolio and highlight any respective action items.
- Information will also help when preparing the year-end report that eventually contributes to the International Chapter Management Award (CMA) Submissions.

5) Chapter Communications

Communicator Newsletter

- *Communicator* is IABC/Toronto's regular newsletter
- On a monthly basis, the co-editors will be calling on you for content

e-Lerts

- e-Lert is an electronic newsletter distributed twice a month and on Tuesdays
- It serves to notify members of upcoming events and activities
- Regular content is divided into three categories—news and updates, events and topics of special interest

- Deadlines are posted by the Editor (toronto-editor@iabc.com) and published by John Chagnon at the IABC/Toronto office.

Process

1. Every other Tuesday (biweekly), John Chagnon from the IABC/Toronto office (toronto-info@iabc.com) will send an e-mail to all Board members asking for content by the end of the same week (the deadline is every other Friday at noon). This means that you have three days to submit content to John to ensure that it gets included on a biweekly basis.
2. If you want to have an event or seminar listed on the website, you will also need to put together the written piece for the website and send it to Diana Robinson, VP Member Communications (toronto-memcomm@iabc.com) or designate, for editing and ultimately to be posted to the website. E-Lerts can be used as teasers for upcoming events, but separate content needs to be created to appear on the website as well. If you have any questions about the process, please contact Diana to review and discuss the process in more detail.
3. Please note—Board members, not volunteers, must submit content for each e-Lert. This policy is in place to prevent confusion and to ensure that each piece has been approved by the appropriate Board member.

Website

- Please work with the VP Member Communications regarding copy to be added or changed to the toronto.iabc.com website.
- To request a copy change to a section of the website within your portfolio, please email your request to John at the IABC office, copying the VP Member Communications.
- Specific processes and procedures for managing the website are outlined in the following table:

6) IABC/Toronto Website Processes:

A) Process to Add New Content or Edit Existing Content

Actions Required:

1. Designated Action Initiator (must be a Board member, not a portfolio director or volunteer, with the exception of SIG Directors) sends email to John/IABC office, Copying Member Communications VP.
2. Include Pertinent Details in email (as specified below)
3. Note: Action Initiators (controllers) for some website sections are limited to specific Board VPs, as outlined below.

Guidelines

Content Type	Action Initiator	Approvals/ Management	Pertinent Details Required	Action Completed by
<ul style="list-style-type: none"> Home Page - News Items, Other Member/Chapter/ International News 	Any Board Member	<ul style="list-style-type: none"> Managed by copying VP Member Communications VP Member Communications reviews request and manages issues as required (To change a section controlled by a Board VP other than yourself, send an email to designated Action Initiator for website section and copy VP Member Communications) 	<ul style="list-style-type: none"> If item is to be archived or deleted Date for item to be archived or deleted 	Funnel Communications (Jason) advising Website Director of issues, as required
<ul style="list-style-type: none"> Career Dev.– Resources Resources 	Any Board Member		<ul style="list-style-type: none"> Date to be reviewed and revised for accuracy 	
<ul style="list-style-type: none"> Fact Sheet, Glossary 	Any Board Executive member		<ul style="list-style-type: none"> Date to be reviewed and revised for accuracy 	
<ul style="list-style-type: none"> Event Postings 	Any Board Member but usually VP PD, VP Networking		<ul style="list-style-type: none"> Date to be deleted 	
<ul style="list-style-type: none"> Media Releases & Alerts 	VP Marketing Communications		<ul style="list-style-type: none"> Date to be archived 	
<ul style="list-style-type: none"> Communicator Quick Polls Career Dev.–Profiles & Interviews Style Guide 	VP Member Communications		<ul style="list-style-type: none"> Date to be reviewed/upd ated 	
<ul style="list-style-type: none"> Marketplace (full section), Advertising & Sponsorship 	VP Advertising & Sponsorship		<ul style="list-style-type: none"> Date to be reviewed/upd ated 	
<ul style="list-style-type: none"> New Members Member Benefits 	VP Membership		Managed by copying VP Member	

Content Type	Action Initiator	Approvals/ Management	Pertinent Details Required	Action Completed by
• Students		Communications		Funnel Communications (Jason) advising Website Director of issues, as required
• Accredited Members • Ethics • Master Communicator • Career Dev– Accreditation	VP Professional Standards	VP Member Communications reviews request and manages issues as required	• Date to be reviewed/updated	
• Volunteers	VP Volunteers	(To change a section controlled by a Board VP other than yourself, send an email to designated Action Initiator for website section and copy VP Member Communications)	• Date to be reviewed/updated	
• Awards Info	VP Awards		• If item is to be archived or deleted • Date for item to be archived or deleted • Date to be reviewed/updated	
• Chapter Management–Board Extranet	VP Association Management		• Date for item to be archived or deleted	
• Westend • PIC • Other SIGs	SIG Director, (Copying EVP)	Managed by copying VP Member Communications & Exec. VP who manages SIGs	• Date to be reviewed/updated	

B) Process to Delete Select Content

Actions Required:

1. IABC/Toronto Office/John reviews deletions as deletion dates arise. For each case, John deletes or alerts Initiator if there is a concern.
2. If no deletion date is specified, relevant VP sends email to IABC office requesting deletion, copying VP Member Communications

C) Process to Archive Content

Actions Required:

1. Jason automatically archives content as archive dates arise. No further consultation is required.

D) Process to Fix Website Issues

Actions Required:

1. Board member responds to member complaint or other feedback and sends email to VP Member Communications describing issue.

2. VP Member Communications consults with Website Director and decides to proceed or not.
3. If fix is pursued, Website Director consults with Website tech support/IABC international to determine options and cost estimates.
4. Costs are reviewed by VP Member Communications and approved if within budget, less than \$1k and with little impact. If fix estimate is greater than \$1k, beyond budget or will have a major cosmetic/functional impact, it is presented to Board for approval
5. Once decision is made, VP Member Communications communicates to Board Member initiating issue. Website Director manages tech support.
6. Once change is made in development, IABC office tests change and updates Website Director who approves final upload to live site.

E) Process to Request Website Enhancements

Actions Required:

1. Website Director or VP Member Communications contacts DSM (code/structural changes) or Chris Hall/IABC HQ (hosting) to discuss change required.
2. Once decisions are made, Website Director or VP Member Communications, follows up by email to confirm change(s) in writing and copies, VP Member Communications (if not initiating), John (IABC/Toronto office). President may or may not be copied depending on the extent and urgency of the changes.
3. When changes are completed, DSM/Chris Hall-IABC HQ sends status update email to: Website Director; John (IABC/Toronto office); VP Member Communications confirming changes are completed and ready for testing. President may or may not be copied depending on the extent and urgency of the changes.
4. Website Director/VP Member Communications assigns and coordinates testing and advises DSM/HQ of any further changes required.
5. Website Director/VP Member Communications signs off to approve change via email, once testing is complete and results are satisfactory.

7) Working with Volunteers

The Board cannot run the chapter by itself. We need the help of dedicated volunteers. And hopefully we have something to offer in return. Volunteers must be treated like valued customers. They are not channels through which we get things done. They are people who have a wealth of choices of how they spend their limited time. Volunteering with IABC/Toronto is unlikely to be at the top of that list.

1. Leader and Manager

A leader provides direction and guidance, while a Manager is a day-to-day supervisor.

2. How to get volunteers

There are many ways to get volunteers from the IABC/Toronto membership, here are a few suggestions:

- Contact the VP, Volunteers to help you recruit members to your portfolio
- Display a “booth” for your portfolio at volunteer recruitment night (in September)
- Ask to have a volunteer recruitment message posted on the IABC/Toronto website
- Use flyers/e-mail to try and recruit some volunteers
- Work your network and ASK! Almost everyone will say yes if you take the simple step of asking them to.

3. Managing Volunteers

The mode in which the inevitable comes to pass is through effort - Oliver Wendell Holmes

Volunteerism is the voice of the people put into action. These actions shape and mould the present into a future of which we can all be proud --Helen Dyer

Volunteers are vital to the success of the IABC/Toronto. Volunteer participation is valued because it helps IABC/Toronto to accomplish its mission and provide services in the most professional manner.

With a little bit of effort, IABC/Toronto can do a better job at managing its volunteers. Here are some suggestions from other non-profit associations/services:

Repeat these words “Thank You”

“It should be easy to say "thank you" but such words seem to be rare in non-profit. The words "thank you" are powerful, and acknowledges the valuable service of the volunteer.”

Volunteer retention: provide construction criticism very gently! Don't forget they are not paid staff and they are giving up their free time to help

“If you must criticize, do so gently and constructively. If you come across as narrow-minded, self-serving, or egocentric, the volunteer should and probably will leave. But don't drive your volunteers away!”

7–Finance: The Bottom Line

1) Financial Basics

Budgeting processes

IABC/Toronto is a non-profit organization; therefore our goal is that expenses should not exceed revenues. Each year we want to approve a balanced budget with five percent surplus to provide a cushion or reserve against unexpected expenses, and funding for surplus initiatives per our surplus policy.

Each Board member is responsible for creating a “bottom-up” budget forecast for the upcoming year. Take a look at the prior year’s budgets (costs and revenues) to get an idea of what your portfolio needs, look at recommendations from previous Board members, think about your own objectives and budget appropriately. The office and senior Board members, particularly the VP of Finance, are available to assist in this area.

Note: If a Board member fails to submit a budget and plan by mid-September, the Board executive will set the budget according to what was planned the previous year in order to expedite ratification of the budget.

Financial Reports

Monthly financial reports will be distributed to each Board member prior to a Board meeting (reports are for month prior—for example, at the November Board meeting, we will receive the October financial report)

Expense reporting

If your expense reports are received by the IABC/Toronto office one week prior to the monthly Board meetings, then a cheque will be prepared for the Board meeting. Reports provided less than one week prior will be processed on a best-effort basis.

Note that unbudgeted expenses will be questioned by the Vice President of Finance and must be accompanied by an explanation.

Accounts payable–cheque disbursements

If you need to have a cheque ready (i.e. to pay for a supplier for an event), please use the expense report form to request the cheque and submit at least one week prior to when you need the cheque in hand.

2) Financial Reporting

Traditionally, the function of financial reporting was to provide proprietors with information about the companies that they owned and operated. Once the delegation of managerial responsibilities to hired personnel became a common practice, financial reporting began to focus on stewardship, that is, on the managers' accountability to the owners. Its purpose then was to document how effectively the owners' assets were managed, in terms of both capital preservation and profit generation.

After businesses were commonly organized as corporations, the appearance of large multinational corporations and the widespread employment of professional managers by absentee owners brought about a change in the focus of financial reporting. Although the stewardship orientation has not become obsolete, financial reporting in the mid-20th century is somewhat more geared toward the needs of investors. Because both individual and institutional investors view ownership of corporate stock as only one of various investment alternatives, they seek much more future-oriented information than was supplied under the traditional stewardship concept. As investors relied more on the potential of financial statements to predict the results of investment and disinvestment decisions, accounting became more sensitive to their needs. One important result was an expansion of the information supplied in financial statements.

The proliferation of footnotes to financial statements is a particularly visible example. Such footnotes disclose information that is not already included in the body of the financial statement. One footnote usually identifies the accounting methods adopted when acceptable alternative methods also exist, or when the unique nature of the company's business justifies an otherwise unconventional approach.

Footnotes also disclose information about lease commitments, contingent liabilities, pension plans, stock options, and foreign currency translation, as well as details about long-term debt (such as interest rates and maturity dates). A company having a widely distributed ownership usually includes among its footnotes the income it earned in each quarter, quarterly stock market prices of its outstanding shares of common stock, and information about the relative sales and profit contribution of its different industry segments.

3) Accounting Principles

Accounting as it exists today may be viewed as a system of assumptions, doctrines, tenets, and conventions, all encompassed by the phrase "generally accepted accounting principles." Many of these principles developed gradually, as did much of common law; only the accounting developments of recent decades are prescribed in statutory law. Following are several fundamental accounting concepts.

The entity concept states that the item or activity (entity) that is to receive an accounting must be clearly defined, and that the relationship assumed to exist between the entity and external parties must be clearly understood.

The going-concern assumption states that it is expected that the entity will continue to operate indefinitely.

The historical-cost principle requires that economic resources be recorded in terms of the amounts of money exchanged; when a transaction occurs, the exchange price is by its nature a measure of the value of the economic resources that are exchanged.

The realization concept states that accounting takes place only for those economic events to which the entity is a party. This principle therefore rules out recognizing a gain based on the appreciated market value of a still-owned asset.

The matching principle states that income is calculated by matching a period's revenues with the expenses incurred in order to bring about that revenue.

The accrual principle defines revenues and expenses as the inflow and outflow of all assets—as distinct from the flow only of cash assets—in the course of operating the enterprise.

The consistency criterion states that the accounting procedures used at a given time should conform to the procedures previously used for that activity. Such consistency allows data of different periods to be compared.

The disclosure principle requires that financial statements present the most useful amount of relevant information—namely, all information that is necessary in order not to be misleading.

The substance-over-form standard emphasizes the economic substance of events even though their legal form may suggest a different result. An example is the practice of consolidating the financial statements of one company with those of another in which it has more than a 50 percent ownership interest.

The conservatism doctrine states that when exposure to uncertainty and risk is significant, accounting measurement and disclosure should take a cautious and prudent stance until evidence shows sufficient lessening of the uncertainty and risk.

The Balance Sheet

Of the two traditional types of financial statements, the balance sheet relates to an entity's position, and the income statement relates to its activity. The balance sheet provides information about an organizations' assets, liabilities, and owners' equity as of a particular date (such as the last day of the accounting or fiscal period). The format of the balance sheet reflects the basic accounting equation: Assets equal equities. Assets are economic resources that provide potential future service to the organization. Equities consist of the organization's liabilities together with the equity interest of its owners. (For example, a certain house is an asset worth \$70,000; its unpaid mortgage is a liability of \$45,000, and the equity of its owners is \$25,000.)

Assets are categorized as current or long-lived. Current assets are usually those that management could reasonably be expected to convert into cash within one year; they include cash, receivables, merchandise inventory, and short-term investments in stocks and bonds. Long-lived assets encompass the physical plant—notably land, buildings, machinery, motor vehicles, computers, furniture, and fixtures. Long-lived assets also include real estate being held for speculation and intangibles such as patents and trademarks.

Liabilities are obligations that the organization must remit to other parties, such as creditors and employees. Current liabilities usually are amounts that are expected to be paid within one year, including salaries and wages, taxes, short-term loans, and money owed to suppliers of goods and services. Noncurrent liabilities are usually debts that will come due beyond one year—such as bonds, mortgages, and long-term loans. Whereas liabilities are the claims of outside parties on the assets of the organization, the owners' equity is the investment interest of the owners in the organization's assets. When an enterprise is operated as a sole proprietorship or as a partnership, the balance sheet may disclose the amount of each owner's equity. When the organization is a corporation, the balance sheet shows the equity of the owners—that is, the stockholders—as

consisting of two elements: (1) the amount originally invested by the stockholders; and (2) the corporation's cumulative reinvested income, or retained earnings (that is, income not distributed to stockholders as dividends), in which the stockholders have equity.

The Income Statement

The traditional activity-oriented financial statement issued by business enterprises is the income statement. Prepared for a well-defined time interval, such as three months or one year, this statement summarizes the enterprise's revenues, expenses, gains, and losses. Revenues are transactions that represent the inflow of assets as a result of operations—that is, assets received from selling goods and rendering services. Expenses are transactions involving the outflow of assets in order to generate revenue, such as wages, rent, interest, and taxes.

A revenue transaction is recorded during the fiscal period in which it occurs. An expense appears in the income statement of the period in which revenues presumably resulted from the particular expense. To illustrate, wages paid by a merchandising or service company are recognized as an immediate expense because they are presumed to generate revenue during the same period in which they occurred. If, however, the wages are paid to process merchandise that will not be sold until a later fiscal period, they would not be considered an immediate expense. Instead, the cost of these wages will be treated as part of the cost of the resulting inventory asset; the effect of this cost on income is thus deferred until the asset is sold and revenue is realized.

In addition to disclosing revenues and expenses (the principal components of income), the income statement also lists gains and losses from other kinds of transactions, such as the sale of plant assets (for example, a factory building) or the early repayment of long-term debt. Extraordinary—that is, unusual and infrequent—developments are also specifically disclosed.

Other Financial Statements

The income statement excludes the amount of assets withdrawn by the owners; in a corporation such withdrawn assets are called dividends. A separate activity-oriented statement, the statement of retained earnings, discloses income and redistribution to owners.

A third important activity-oriented financial statement is the statement of cash flows. This statement provides information not otherwise available in either an income statement or a balance sheet; it presents the sources and the uses of the enterprise's funds by operating activities, investing activities, and financing activities. The statement identifies the cash generated or used by operations; the cash exchanged to buy and sell plant and equipment; the cash proceeds from stock issuances and long-term borrowings; and the cash used to pay dividends, to purchase the company's outstanding shares of its own stock, and to pay off debts.

Timelines

Financial reports will be e-mailed by VP, Finance before meetings.

4) How to Model for Event Planning

Here's a way to analyze events to determine if they'll break even:

$$\frac{\text{fixed costs} + (\text{attendees} \times \text{variable costs})}{\text{expected attendance} \times (1 - \text{profit margin})} = \text{FEE}$$

Example:

100 attendees expected

fixed costs of \$500

variable costs of \$10 per person

$\$500 + (100 \times \$10) = \$1,500$

----- = \$15 fee per person

$100 \times 1 = 100$

**Remember to also consider time needed by office at \$50 per hour -this should be included in program costs.*

5) Event Cost Worksheet Template

An *Event Cost Worksheet template* has been developed to help you financially plan events and is available on the Board Extranet.

An example of a completed version of this form is as follows:

Event Costing and Budget Worksheet Hypothetical Example - Based on Averages From 2005/06

Instructions - fill in the yellow cells to prepare budget; Fill-in actuals later, if desired

Budget				Actuals	
Expenses			Expense		Expense
Audiovisual			\$150		\$150
Awards/Prizes			\$0		\$0
Catering	Cost per person:	\$30	\$1,050		\$1,590
Venue			\$238		\$238
Transportation/Courier			\$0		\$0
Speaker fee			\$0		\$0
Speaker Expenses/ accommodation/ travel/ parking					
Printing			\$100		\$100
Office Hours	12	\$50	\$600		\$600
Other - please indicate			\$0		\$0
Sub-Total Expenses			\$2,138		\$2,678
GST			\$86		\$119
PST			\$115		\$158
Total Expenses			\$2,339		\$2,954

Registrations	Registration fee:	# of Reg	Revenue	# of Reg	Revenue
Member early bird fee	\$ 40.00	10	\$400	13	\$520
Regular member fee	\$ 50.00	5	\$250	6	\$300
Non-member fee	\$ 75.00	4	\$300	8	\$600
Student member fee	\$ 20.00	2	\$40	3	\$60
Board member fee	\$ 40.00	1	\$40	2	\$80
Table/group fee	\$ 300.00	8	\$300	16	\$600
No. people per table/group:	8				
No. of tables:	1			2	
Other fee	\$ 1.00	0	\$0	0	\$0
Complimentary Tickets	\$ -	5	\$0	5	\$0

Sub-total:	Total Attendees:	35	\$1,330	53	\$2,160
GST			\$80		\$130
Net Registration Revenue			\$1,250		\$2,030
Sponsorship			\$1,000		\$1,000
Total Revenue		<i>Total Paid Attendees:</i>	30	\$2,250	48
Net Surplus/(Loss)*			(\$82)		\$195

*Includes PST but excludes GST

Breakeven Analysis

Estimated number of registrations	35
Blended registration fee	\$ 45.00
Total expenses less sponsorship	\$1,137.50
# attendees needed to break even	25.27777778

8 - Governance

1) Constitution of IABC/Toronto Chapter

The most recent version of the IABC/Toronto constitution is posted on the IABC/Toronto website, under Bylaws & Policies. It was approved by the chapter membership in August 2007.

2) IABC/Toronto Policies

IABC/Toronto Policy Number CL0001

Title of Policy: Volunteer Job Postings

Background Information

Periodically charities approach IABC/Toronto to request that we advertise their volunteer positions on our Website and waive the regular fee.

Approved Policy

IABC/Toronto will accept volunteer job postings from charities and will be pleased to waive the charge provided the organization is a registered charity and the position is considered to be of interest to members.

The waiving of the fee will be done at the discretion of the president, executive vice-president and vice-president, membership development and services.

IABC/Toronto Policy Number EV0001

Title of Policy: Board Member Pricing at Events

Background Information

It's essential that IABC/Toronto Board members and key volunteers attend chapter events to represent the organization, deal with any concerns from members and promote the current Board initiatives—particularly those in his/her portfolio.

Given that they are charged full price for the many events held throughout the year, Board members have expressed concerns that regular participation can be financially difficult.

Approved Policy

To increase Board member participation at chapter events, effective today, all Board members will be charged at cost for most chapter events, specifically luncheons, seminars, WordFest and OVATION.

The set fee for luncheons and seminars is \$40 for 2003/2004 and will be adjusted accordingly in the future. Board members will pay the going rate to attend Munch 'n Mingles.

Chapter members volunteering their time at the event may be admitted free of charge if pre-approved by the Board Member organizing the event.

The Board fee for luncheons and seminars may also be extended to portfolio volunteers who have demonstrated exceptional commitment and service, at the discretion of the VP. The VP must call the office to register their volunteer for an event in order to secure the discounted rate.

IABC/Toronto Policy Number EV0002

Title of Policy: Event Flyers

Background Information

The office has received complaints from members that the flyers included in the monthly mailing packages are not timely. To address this, a policy has been developed that outlines how far in advance of events flyers are to be inserted into the monthly mailing package. For example, if the event is January 30th, a first notice event flyer inserted in a package being mailed January 4th may not be delivered to members until January 9th. We frequently get complaints from members that this is insufficient notice.

This policy should also be enforced for external (non-IABC/Toronto) events.

Approved Policy

Flyer for a first notice: An event should be advertised to the membership as soon as all arrangements have been finalized. If possible, a first flyer should be sent out **six to eight weeks** prior to the event.

Flyer for a second or “reminder” notice: This should be used for an event that has already been advertised once to the membership. **Three to four weeks** prior to the event, a “reminder” flyer should be inserted in the monthly mailing package. There should be some indication on the flyer that this is the second notice.

For external flyers: A minimum of **fours weeks** notice is required for all external events being advertised to IABC/Toronto’s members. Before approving an external event flyer for inclusion in a monthly mailing package, it is the responsibility of the vice-president of advertising & sponsorship to review the IABC/Toronto events calendar to ensure that the external event does not conflict by date or topic with a previously scheduled IABC/Toronto event.

Any event flyer that would give the membership less than two weeks notice will not be included in IABC/Toronto monthly mailing packages.

The targeted mailing dates schedule for 2002/2003 was developed by the editorial team of *Communicator* and is to be used as the mailing dates schedule for all supplementary flyers in the mailing package to members.

Note that a scheduled mailing will not be held up by tardy submissions of flyers. (Adequate notice of submission deadlines/requested formatting is provided by IABC/Toronto's administrative office, well in advance of the mailing dates.)

Please refer to IABC/Toronto's Style Guide when creating your flyers.

Other recommendations:

- Place a general events calendar on iabctoronto.com that members can access to see what events are being planned in the months ahead.
- Communicate to all IABC/Toronto vice-presidents the need to plan two months ahead to advertise their events (i.e.: December events should be advertised in October).
- Encourage all VPs to advertise across multiple mediums (i.e.: event flyers in monthly mailing packages, e-Lerts)
- Do not accept flyers for monthly mailing packages that would arrive less than two weeks before an event.

IABC/Toronto Policy Number EV0003

Title of Policy: Event Cancellations

Approved Policy

The cancellation date is not on the same day of the event - it is always 3 business days or more prior to the event. The cancellation deadline is communicated on the flyer, Website and in the e-mail confirmations. After the cancellation deadline passes, a member is no longer entitled to a refund.

Credit notes are not easily tracked - and are not recommended. Credit notes are often issued if someone complains about the speaker or event. If issued, credit notes can only be used in the same Board year and for the same type of event (seminar - seminar)

There are limited exceptions. We will process a refund if there is a death in the family, but sickness (unless the person is hospitalized) is not allowed. Too many people will just say they are sick if they know they will get a credit note/refund with a last minute cancellation.

All people who attempt to cancel after the deadline will be advised that they can send someone else in his/her place.

When booking numbers for venues, extra spaces are always ordered to ensure that people who show up and register at the door have a chance of getting in - but they don't cover the expenses of those who cancel.

The office always enforces this policy.

IABC/Toronto Policy Number AS0001

Title of Policy: Sponsorship Client Relations/Fulfillment Policy

Background Information:

Once a sponsorship agreement has been signed with IABC/Toronto and the other party, it is essential that the terms of the agreement are met and that the sponsor is happy with the level of service provided by IABC/Toronto. The vice president advertising and sponsorship cannot be held accountable for this.

Approved Policy:

Effective today, whenever a sponsorship agreement is established for an IABC/Toronto event, the event organizer will be responsible for ensuring that the terms of the sponsorship agreement are met. The event sponsor will be provided with a copy of the sponsorship agreement to guide him/her after it is signed by the sponsor and the vice president advertising and sponsorship.

IABC/Toronto Policy Number VL0001

Title of Policy: Director Term of Office Policy

Background Information:

All IABC/Toronto Board positions have established terms of office. However, IABC director positions currently have an indefinite term of office.

Approved Policy:

All director positions will now be conform to a two-year term subject to renewal at the discretion of the Vice President of the portfolio and/or the President.

IABC/Toronto Policy Number AM0001

Title of Policy: Policy and Guidelines for Claiming Expense Reimbursement

Background Information:

IABC/Toronto conducts its business in a fiscally responsible manner. As such, a guideline and policy for expenses has been created to ensure that we acknowledge this important obligation to the association and its members.

Effective September 1, 2004, the following guidelines shall be adhered to when submitting expenses for reimbursement:

Approved Policy:

Policy: For Claiming Expense Reimbursement

(Last Amended: June 2008)

IABC/Toronto conducts its business in a fiscally responsible manner. As such, this guideline and policy for expenses has been created to ensure that we acknowledge this important obligation to the association and its members.

Effective July 1, 2008, the following guidelines shall be adhered to when submitting expenses for reimbursement:

Authorization

Appropriate claims for personal expense reimbursement are permitted, as long as there is an appropriate General Ledger (G/L) code and sufficient budget within the Board member's portfolio budget to accommodate them. Any expenses outside these parameters must have written pre-approval from the President, Executive Vice President or VP Finance or the owner of the portfolio it is being charged against. The IABC/Toronto President has the sole discretion to reject expenses deemed to be unreasonable or not in adherence to the expense policy.

Time Limitations

Cheque requisition forms should be submitted within 3 months of when the expense was incurred. The President or VP Finance has the discretion to reject expenses that are submitted after the Board year has ended or 6 months or longer from the date they were incurred.

Criteria and Restrictions for Typical Expenses:

Accommodations

Accommodations should be booked at the lowest available rate. Location and proximity to the function should be considered prior to booking. Contact the IABC/Toronto President, Executive Vice President or VP Finance, for clarification if you are unsure whether a rate is reasonable or not. The general guideline is that if the room exceeds \$200 (CDN), approval from the IABC/Toronto President is required. If an Internet connection is required for IABC business, a daily minimum for high-speed access or a maximum of 1 hour per day for dial-up is permitted.

Hotel expenses which are not reimbursable:

- All in-room movies
- Laundry or cleaning services
- Mini-bar usage (alcoholic and non-alcoholic beverages/snacks)
- More than 1 telephone call per day to your home residence and 1 per day to the IABC/Toronto office
- Luxury fees (i.e. health club facilities, concierge service, limousines, etc.)
- Supplies of a personal nature

Air and Other Travel

Travel is sometimes required for Board members attending conferences or other out-of-town events to represent IABC/Toronto. Upon receiving written approval for travel via e-mail by the IABC/Toronto President, Executive Vice President or VP Finance for travel, tickets shall be purchased at the lowest available economy class fare**. If unsure whether the rate is reasonable, contact the IABC/Toronto President, Executive Vice President or VP Finance for clarification. Itemized receipts must be submitted.

Car mileage may be claimed in lieu of ground or air transportation. (*see Mileage, below*)

** The booking of earlier/later flights with the booking of a hotel is permitted, if it is less expensive than the cost of a regular flight and reduces costs for IABC/Toronto.

Alcoholic Beverages

Only the President and VP, Sponsorship, are authorized to purchase and expense alcoholic beverages for association business. This should be done with restraint and primarily when sponsors or external alliances are involved.

Entertaining

IABC/Toronto encourages entertaining for revenue generation opportunities, as well as building relationships with sponsors and external partners. Lunches and/or the purchase of gifts or tickets (theatre, sporting events, concerts, etc.) require written approval via e-mail by the IABC/Toronto President, Executive Vice President or VP, Finance prior to the expense being incurred.

Meals/Food

Claiming of business meals or snacks with IABC/Toronto volunteers or other Board members is permitted, as long as there is an appropriate G/L code and sufficient budget within the Board member's portfolio budget to accommodate the expense.

When required to travel on behalf of the Board of Directors to conferences or seminars, Board Members may claim up to a maximum of \$60 CDN per day for food (with attached receipts and explanation). Expenses for meals selected as an alternative to specific meals offered within a reimbursed conference/event program, will not be accepted.

Mileage

IABC/Toronto will compensate Board members or their representatives for use of their own vehicle in the form of mileage. Reimbursement shall be at \$0.485 per kilometre for actual mileage driven for set-up/dismantling events, speaking opportunities and meetings outside of the greater Toronto area. Mileage will be calculated based on the distance from and returning to the IABC/Toronto office (Jarvis and Gerrard St.). Details of each trip must be recorded on the expense form along with backup from MapQuest/similar tool (which details how many miles the trip actually takes).

Parking

Parking receipts will be accepted only for set-up or dismantling for seminars/programs/events organized by volunteers. Parking receipts must be attached to your expense report and identified as to the date and purpose. Receipts must bear a machine stamped date and fee.

Taxis

Taxi receipts will be accepted for transport to setup or dismantle a seminar/program/event organized by IABC volunteers or ground transport to and from the airport. Taxi receipts related to events should be calculated based on the distance from and returning to the IABC/Toronto office (Jarvis and Gerrard St.) but taxis to and from the airport may be calculated from the Board member/IABC representative flying.

Taxi receipts must be attached to the expense report and must identify the date, purpose and destination of the trip. Receipts must bear a date and fee written by the taxi driver. Receipts written by the individual submitting the receipt will not be accepted.

Telephone (Land-line/Cellular)

When attending seminars and conferences away from the City of Toronto and on behalf of the Board of Directors, the association will reimburse the cost of one 10-minute telephone call to your home per each day of the trip, as well as one call per day to the IABC/Toronto office. Any costs over and above these times and amounts will be the responsibility of the individual incurring the expense.

IABC/Toronto Policy Number FN0001

Title of Policy: Bank Account Balance Transfers/Spending Process

Background Information

At times IABC/Toronto's bank account has a sum of money that can either be placed into a high interest rate account or used for chapter initiatives. A process which details how to spend/transfer money from the bank account must be established.

Approved Policy:

The VP, Finance is to discuss possible chapter bank account balance transfers/spending at a monthly Board meeting. All proposed changes or investment opportunities require Board approval.

IABC/Toronto Policy Number FN0002

Title of Policy: Returned Cheques

Background Information:

Cheques received for registration for events or payment of invoices from both members and non-members are occasionally returned by the bank. When cheques are returned, there are costs incurred by IABC/Toronto in the form of bank service charges (\$5.00) and the administrative time of the office. The purpose of this policy is to ensure that IABC/Toronto recovers these costs from the person, organization or business who presented the cheque to the Association.

Approved Policy:

IABC/Toronto will charge an administrative service fee on all returned cheques to the person who presented the cheque to the Association. There will be a service fee of \$15.00 for each cheque returned by the bank for whatever reason. A written request for immediate payment of the cheque amount plus the service fee will be sent to the person as soon as the office receives notification from the bank. Pending replacement of the amount of the cheque plus the service fee, no further registrations or advertising will be accepted from the person or company.

IABC/Toronto Policy Number AM0002

Title of Policy: Chapter Member Information Privacy Policy

Background Information:

In January 2004, the government of Canada introduced the Personal Information and Protection and Electronic Documents Act (PIPEDA), a new piece of legislation designed to increase consumer confidence and provide guidelines regarding the commercial use of personal information.

Approved Policy:

Due to the changes in the law, all organizations are required to develop privacy policies detailing how they intend to handle their personal information. IABC/Toronto has always been fully committed to protecting confidentiality of its membership data. Effective immediately, any person inquiring about a member(s) will be informed that IABC/Toronto cannot disclose any private information about members—under any circumstances.

No Board member or member of the office staff may distribute personal contact information about IABC/Toronto members to external parties or other IABC members.

IABC/Toronto Policy Number AS0002

Title of Policy: *Communicator* Insertion Policy

Background Information:

Given recent changes to federal privacy regulations, IABC/Toronto will cease the sale of its mailing list effective immediately. Instead, the chapter will allow interested third parties to insert promotional materials in its monthly *Communicator* newsletter mailing package. A notice will be included in an upcoming issue of *Communicator* to notify the membership of this new policy.

Approved Policy:

One sample of the insert(s) must be forwarded to the VP, Advertising & Sponsorship, on the first day of the month prior to publication for review and approval, ensuring that it is relevant and suitable to the IABC/Toronto membership.

Once the insertion has been approved, the advertiser will be contacted by the VP, Advertising & Sponsorship to supply materials before the 15th of the month prior to publication, to the IABC/Toronto office. A total of 1,500 copies of the insert(s) will be required. Please call John Chagnon at the IABC/Toronto office at (416) 968-0264 to confirm the total number required, as it may vary.

If the insert is more than one 8" x 11" page or one folded 17" x 11" page, it will be charged at the catalogue insertion rate for up to 100 g. Charges for inserts of more weight will be negotiated.

Note: A maximum of four (4) insertions can be included in each monthly *Communicator* mailing package.

IABC/Toronto Policy Number FN0003

Title of Policy: Allocation of year-end surplus
(Revised: June 2008)

Background Information:

As a non-profit organization, IABC/Toronto should, in years where the chapter realizes a surplus (defined as excess revenue over expense on the approved year end statement of revenue and expense), distribute the surplus in a manner that benefits members and ensures the chapter's future financial health.

Approved Policy:

Year-end surpluses will be allocated as follows in the Board year following the year in which the surplus was earned:

If needed, an amount recommended by the VP, Finance and agreed to by the Board will be set aside and added to the restricted surplus to ensure sufficient operating reserves are available. IABC/Toronto's restricted reserve should be sufficient to cover the loss of one year's membership dues from IABC headquarters.

SURPLUS* - Allocation to restricted reserves (as needed and agreed to by Board) = NET SURPLUS

The remaining net surplus to be allocated as follows:

NET SURPLUS x 35% = Allocation for member-proposed initiative
(To be administered by VP, Membership, in consultation with the VP Finance, Executive VP and Chapter President. Initiative must be implemented within one calendar year.)

NET SURPLUS x 25% = Allocation to be donated to Research Foundation for a Canadian-based research initiative. (To be administered by the Executive VP, in consultation with the VP Finance.)

NET SURPLUS x 25% = Allocation to be carried forward as unrestricted reserve.

NET SURPLUS x 15% = Allocation for portfolio-proposed initiative
(To be administered by the Immediate Past President, in consultation with the Chapter President, Executive VP and VP Finance. Initiative must be implemented within the Board year.)

For the allocations to be effective, a surplus should be no less than \$10,000.

3) Fiduciary Responsibilities

1. Conflict of Interest

As chapter leaders, in the carrying out of chapter business we must always remain free of actual or perceived conflicts of interest, and ensure that portfolio directors and volunteers similarly have no actual or perceived conflicts.

Conflicts of interest may arise on the part of a chapter Board member, director or volunteer who engages in activities that may compromise the integrity of the chapter or the Board. The following guidelines must be adhered to when conducting business on behalf of the chapter:

- No chapter Board member, director or volunteer shall influence the purchase of goods and services to the benefit of that individual, that individual's family, or that individual's other business interests.
- Unless already pre-approved under contract, exclusive consideration will not be given to individuals or companies when seeking bids for goods and services.
- Accepting gifts, entertainment or other favours from individuals or entities can also result in a conflict of interest when the party providing the gift/entertainment/favour does so under circumstances where it might be inferred that such action was intended to influence the interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity.
- All actual or potential conflicts of interest must be reported to the President and EVP.
- Board members must remove themselves from voting on motions for which they could be in a position of an actual or perceived conflict of interest.

2. Privacy—IABC/Toronto Office Perspective

Funnel Communications is committed to safeguarding any personal information it may collect while conducting business. As a professional association management firm, we collect personal information on behalf of our association clients. This personal information is needed to help our associations conduct their business.

Each client has a written Privacy Policy that the staff of Funnel Communications will abide by. Office procedures for all client information are:

- Information collected will be used specifically for the purpose for which it is collected.
- All personal information will be kept in their appropriate files.
- Personal information (application forms, event registrations, renewals) will be kept in files except when in use.
- At the conclusion of each business day, each employee is to ensure that no personal information is left on top of desks, cabinets or elsewhere easily viewed.
- Electronic data will be kept secured on the server. The server requires a password to access the data.
- All employees will keep passwords/logins in a secured file.
- Daily back up data will be returned to the office the next business day for storage in the safe. The safe will be kept locked at all times. The only exception is the weekly off-site backup which will be kept in a secure location at the designated employee's home.
- All office filing cabinets are for the sole use of employees. No visitors/guests will be allowed access to the filing cabinets. Information will only be shared on a file-by-file basis to contacts conducting business on behalf of the client (i.e. auditors, membership committees).
- The office will be kept secured after business hours with both locks secured.

The office designated privacy contact is: *Anthony Laycock, President, Funnel Communications*

3. Privacy—IABC/Toronto Board Perspective

IABC will not disclose member's personal information to any outside organization for its use in marketing without consent of a member. We strive for to ensure a high level of security and confidentiality.

IABC respects member's privacy. Across our association, we will only collect, store and use member's personal information for defined purposes. We use member's information to support and enhance our relationship with members, for example, to process registration fees, provide service and support, and share product, service and association news and offerings with members. We only share member's personal data outside IABC with member's consent, as required by law and then only with partners who share IABC's commitment to protecting privacy and data.

For questions about privacy, contact IABC/Toronto's privacy officer, toronto-execvp@iabc.com. Members may to see the data that individual member's have provided to IABC and request correction or deletion. See our website for the full privacy policy, updated in 2008.

4. Insurance

Directors and Officers

Our Directors and Officers Liability Policy covers claims made against Board members during the Board year for Wrongful Acts—any actual or alleged defamation, breach of duty, neglect, error, misstatement, misrepresentation, omission or other act in their discharge of Board duties.

Commercial General Liability

IABC Toronto is covered under a group policy that covers Property (e.g., computers, accounts receivable, papers and records, personal property of officers and employees), Business Income, General Liability (e.g., injury), Automobile Liability, Crime.

9 - Board Resources

1) Board Extranet

The Board Extranet is a password protected section of the IABC/Toronto website. It stores various key documents and templates, which are maintained by the VP Association Management or a specific portfolio VP (where relevant).

These include but are not limited to:

- Board Calendar
- Board Contact List
- Budget
- Sponsorship Agreements
- Surveys and Research documents
- Strategic Plans
- Cheque Requisition Form
- Event Costing Worksheet template
- IABC/Toronto PowerPoint template
- IABC/Toronto logo files
- Event Communications template
- Portfolio Plan template
- Portfolio Report template

It also serves an ongoing repository for Board Minutes, plans and documents developed throughout the year.

2) International Resources

1. Chapter Resources and Leader Center

Visit the IABC International website (www.iabc.com) for the various resources in the “**Chapters**” section of the site.

Within this section for members’ only, you as a chapter leader are granted access to the Leader Centre which includes a **Leader Letter** which is a monthly electronic publication that keeps leaders abreast of association news and chapter best practices. There is also the **Steal Sheet**—a monthly electronic publication sent to newsletter editors that provides articles, news and filler for chapter newsletters and website and a folder with useful **Templates and Tools** for various portfolios.

The Chapter section also includes **Chapter Management Best Practices**, information on the **CMA awards** and winners and **Governing Documents**.

2. Membership Management Area (MMA)

You also have access to the Membership Management Area (MMA) for Chapter and Regional Leaders—it provides fast, easy access to up-to-date membership contact data and reports. Key features include downloadable files (excel) of the entire membership, updated nightly and available 24/7. It also allows us to “email the entire chapter” and allows quick views of new and lapsing members. It can also produce dynamic chapter demographics charts such as top industries, areas of responsibilities and audience size.

MMA will help you find current members including expired members. All members of the Board have access.

3. Chapter Management Website

Board members may gain access through the *Leader Centre* to the Chapter Management website at this link: <http://www.iabc.com/mma/HQ Staff List>.

4. Chapter Leadership Institute (CLI) and Chapter Management Awards

Board members are chosen to attend the annual international leader weekend. It is a great chance to meet chapter leaders from around the world and share best practices, learn about IABC international issues and learn leadership skills. President and EVP automatically attend. Additional attendance is dependent on budget availability and strategic criteria determined by the EVP.

The Chapter Management Awards

The Chapter Management Awards (CMA) competition is a worldwide competition that measures the management skills, leadership skills and creative abilities of IABC chapter leaders.

Category winners, division winners, Outstanding Chapters and the Chapter of the Year are announced at the annual Leadership Institute.

Information about how to apply is available on the Leader Centre section of the IABC website.