

SBI Officers' Playbook—Updated August 2009

I. Official Duties: President

The President shall be responsible to the organization in all matters for adherence to the tenets of these bylaws. The President has the responsibility of representing the views of all members of the organization. That responsibility includes the duties of Chief Development Officer. The President shall call and chair all meetings of the Executive Committee. The President shall have the same voting rights as other members but shall use discretion in use of these voting rights in order to protect the impartiality of the Chair. Such committees, standing or special, as the organization or the Executive Committee shall from time to time deem necessary, shall be appointed by The President, such appointments shall be at the approval of the Executive Committee. The President shall have the responsibility for appointment of the Chair to special and standing committees as are deemed desirable and necessary by the membership, except the Nominating Committee; after consultation with each Chair, the President shall appoint all members to such special and standing committees.

Playbook Guidelines and Timelines:

1. At the annual business meeting at the national conference, the President assumes the office, and gives directives as to what she/he wishes to accomplish to the membership. She/he introduces the officers and directors of the new board to the membership. Before the conference ends, she/he will call and run a board meeting. At this meeting, she/he will work with board members to set expectations and objectives for each position.
2. In February/early March, the President will confer with the Association Mgt. Company to coordinate activities and gain check writing authority from the secretary/treasurer (if not already granted). Create a welcome message for the SBI website and any promotional materials.
3. In February/March, upon request by the SBI journals, create a President's Message for inclusion in the journals.
4. Monthly or bi-monthly, set up a conference call among the Executive Committee to discuss the organization's business. Develop the agenda and run the conference call. Conference calls typically are 60-90 minutes long. Review the minutes from the previous call and have them approved.
5. In the summer, have an officers meeting at the site where the next year's conference will be held. Develop a program and conduct the meeting. The summer meeting typically begins on a Friday afternoon at noon. The hotel expenses will be covered in the contract for the upcoming conference. Site selection decisions for the conference that will occur approximately 18 months later are made, under the direction of the program chair elect.
6. By September, confer with the immediate past president about elections for new officers. Help the immediate past president recruit members to run for office.

7. By September, confer with the program chair about when you would like to hold your board meeting at the next annual meeting.
8. Approximately one month before the annual meeting, develop an agenda for the board meeting and annual business meeting. At the conference, conduct these meetings, as well as prepare remarks to welcome the membership to the conference.

II. Official Duties: President-Elect

The President-Elect shall, in the temporary absence or incapacity of the President, shall assume all duties and responsibilities of the President until such time as S/He can reassume Her/His position as President. The President-elect shall normally perform duties assigned by the President, including that of Assistant Chief Development Officer, and shall automatically assume the office of President when it becomes vacant; in addition, the President-Elect shall coordinate all conference awards.

Playbook Guidelines and Timelines:

1. The President-Elect leads a committee to identify a conference site for the next annual conference. The site should be presented at the mid-year SBI officers' meeting, approximately 18 months out. This also requires the President-Elect to coordinate the RFP process with association management firm.
2. Coordinate the Mentor and Showcase Awards at the annual conference. The call for nominations should occur in October and the vote by December 1.
3. Coordinate the plaques for all conference award winners.
4. Present the Mentor and Showcase Awards at the annual conference.
5. Is included in all important communications with the association management firm and any activities that will continue under his/her presidency.

III. Official Duties: Vice President-Programs

The Vice President Programs shall be responsible for determining and carrying out the wishes of the membership concerning the conduct of the annual meeting(s). These responsibilities include arrangement for facilities, lodgings, program content, participants, and any other matters relating to the planning, preparation, and execution of the meetings. The Vice President for Programs shall provide the Secretary-Treasurer and the Vice President-Communications with all necessary information concerning such meetings at such a time as to enable the membership to receive such information at least thirty days prior to such meetings. The Vice President- Programs is also responsible for the appointment of a Proceedings Editor.

Playbook Guidelines and Timelines:

1. Establish a “conference committee” to assist with issues such as conference logistics, exhibitors, sponsors, speakers, and papers/workshops by the end of the previous year's conference.
2. Establish a conference theme and market it at the previous year’s conference.
3. Develop the “Call for Papers” for the annual conference by March and posted on the SBI website.
4. Develop an exhibitors’ package by July 1 and have Exhibitors Chair solicit companies throughout the year.
5. Create an on-line conference submission site by mid June. Ensure that the on-line submission site is functional and ready to accept papers by July 1.
6. Identify Competitive Papers Chair, Best Practices Chair, and Workshops Chair by June 1.
7. Have the complete conference framework ready by June 1.
8. Start sending out monthly conference reminders through SBI listserv between May 1 and August 1. Send out weekly reminders between August 1 and submission deadline.
9. Serve as the primary contact with the conference site hotel.
10. Responsible for the conference site review at the mid-year SBI officers’ meeting. This includes issues such as room counts, food costs, available technology, social event, and ground transportation. Arrange meeting with hotel staff on site to review issues.
11. Identify conference speakers and local entertainment options available for conference attendees by mid-year officers’ meeting.
12. Have a conference registration form ready by Labor Day (on-line & hard copy).
13. Set and communicate registration dates and deadlines, with the advice of the executive committee, by the end of the summer meeting.
14. Coordinate the conference review process for papers, workshops, and best practices. The deadline for conference submissions is generally in mid September, with a decision date in late October or early November.
15. Have the on-line hotel registration set up by October 1.
16. Constantly monitor conference and hotel registration through the on-line systems.

17. Solicit time requests from authors with accepted submissions for program slots by December 1.
18. Develop and post on the website a draft conference program by December 15; finalize and post the program by January 15.
19. Deliver an opening welcome speech for the annual conference.
20. Prepare a conference summary report for the board meeting.

IV. Official Duties: Vice President—Programs Elect

The Vice President-Programs Elect shall be responsible for providing assistance to and working with the Vice President-Programs concerning the planning, development and conduct of the annual meeting(s). These responsibilities include assisting in the arrangement for facilities, lodging, program content, participant development, and any other matters relating to the facilitation of the meeting(s). The Vice President-Programs Elect shall automatically assume the office of Vice President-Programs.

Playbook Guidelines and Timelines:

1. Serve as one of the key members of the “conference committee” for the upcoming annual conference.
2. Work with the VP-Programs to develop a draft of the “Call for Papers” by March. This will be circulated and placed on the SBI website by April 1.
3. Work with the VP-Programs to create a conference website section by June 1.
4. Assist the VP-Programs with the conference site review at the mid-year SBI officers’ meeting.
5. Serve as competitive papers chair for the annual conference. This requires the identification of track chairs (by June/July) and reviewers (by August/early September).
6. Determine the Best Paper awards and communicate those recommendations to Program Chair by November 1.
7. Serve as the Proceedings Editor, which needs to be ready for distribution at the annual conference. Get all accepted papers from the conference submission site by December 1.
8. Work with the VP Programs to develop a conference program.

9. Develop presentation for annual conference to introduce the conference site for the following year. This will be presented at the closing luncheon of the previous year's conference.

V. Official Duties: Vice President-Research & Publications

The Vice President – Research & Publications shall be responsible for developing, coordinating, and implementing an annual national SBI project competition. This includes securing funds to cover the costs of administering the competition and the cost of the awards, coordinating the evaluation of projects and announcing the award winners. In addition, the VP of Research & Publications shall assist and act as point person for the Editors of the *Journal of Small Business Strategy* and the *SBI Journal*.

Playbook Guidelines and Timelines:

1. Ensure all contracts with affiliated journals are up-to-date. Continue to ask journals about their on-going needs.
2. Coordinate the student project competition. Entry deadline is the second Monday in September.
3. Update all forms on the SBI website regarding the student project competition by July 1. Bring any significant changes in competition structure to the executive committee by the summer officers' meeting for approval.
4. Identify judges for the annual competition by September 1. Send review assignments by October 1.
5. Tally results for the various project categories by Thanksgiving.
6. Notify winners by January 15 so that they can arrange to bring their students to the conference.
7. Coordinate the plaques and certificates for the winners. Be sure to provide this information to the President-Elect.
8. Present awards to the project winners at the National SBI Conference.
9. Constantly solicit project entries each year from new/existing schools.

VI. Official Duties: Vice President-Marketing & Communications

The Vice President- Marketing & Communications shall be responsible for developing and implementing a marketing strategy (with Executive Committee approval), promotional material and related marketing tasks (this includes website coordination). The VP of Marketing & Communications shall be responsible for developing avenues for exchange of written information such as developing and publishing the E-Momentum newsletter at least twice per year, or shorter newsletter excerpts bi-monthly.

Playbook Guidelines and Timelines:

1. Secure Board approval of marketing plan for the new membership year at the February new officers' Board Meeting (at the annual conference), including a marketing budget.
2. Secure Executive Committee approval of marketing plan for remainder of membership year at the mid-year officers' meeting.
3. Implementation of approved plan in coordination with Affinity Resource Group and other SBI Officers as appropriate (on-going).
4. Apprise Board of unplanned marketing opportunities that arise and secure Board approval to pursue them (on-going).
5. Evaluate results from marketing efforts and secure Board approval to make course corrections as necessary (on-going).
6. Ensure that the SBI Marketing Plan contains sufficient detail for SBI website, promotional materials and communications vehicles (on-going).
7. Publish E-Momentum (short version) every two months to drive membership (and prospective members) to the SBI website.
8. Immediately after the conference, review the website for changes and give new information to the association management firm for updates.

VII. Official Duties: Secretary/Treasurer

The Secretary/Treasurer shall manage the keeping of a record of all proceedings, actions, and meetings of the SBI, recording the votes and minutes; shall give due notice of all meetings of members, shall insure that a current list of all members of the SBI is maintained; shall have custody of the SBI Constitution and Bylaws and their amendments; and shall manage the keeping of such other records and perform such other duties normally assigned to an organization secretary as well as those specified in the Bylaws. The Secretary/Treasurer shall serve as the Chief Financial Officer of the SBI; shall be responsible for assessing the financial implications of proposed programs, activities, projects, policies, and office practices in the light of the financial resources of the Association; shall see that proper accounting records are maintained via standard business accounting practices and supervise and approve disbursements, payments and receipts. The Secretary/Treasurer shall ensure that an independent financial audit is conducted annually and that all [501 C3] filings are made on a timely basis.

Playbook Guidelines and Timelines:

1. Keep minutes of all meetings in conjunction with association management firm.
2. Provide updates to the Constitution as needed.

3. Keep the books on a cash basis via QuickBooks. This includes:
 - a. ensure transactions are entered and categorized properly, in order to facilitate accurate and effective financial reporting to officers, members, IRS, others.
 - b. recognize revenue and expenses from source documents as they are recorded in the bank statement
 - c. reconcile the books to bank
4. Maintain the chart of accounts in QuickBooks.
5. Keep documentation of cash flows (e.g., payment by members to SBI for conference registration and membership dues ; payment by SBI to vendors).
6. Handle all banking activities (e.g., make deposits of payments made by check; renew CD; new signature cards for new officers)
7. Access the online merchant settlement reports to verify and keep a record of the financial settlement of online financial transactions (e.g., members use credit card to pay conference registration and or membership dues). The conference registration documentation provided by the Program Chair is not sufficient for issuing receipts.
8. Be prepared to handle all financial transactions at the annual conference (receipts, tickets, cash credit cards). Onsite registration using a credit card requires the online merchant settlement site tools. Prepare receipts for conference registration.
9. Assist the Program Chair with financial matters associated with the annual conference (e.g., hotel will need a credit application filled out).
10. Settle the hotel bill with the hotel and the Program Chair at the conference.
11. Arrange an audit as appropriate (this is still an issue that needs to be addressed in terms of frequency and cost but it is in the bylaws).
12. File corporation report form with state of Missouri to renew SBI's status as a corporation. Due by 08/31 of each year and can be paid (\$10) online.
13. Files the 990 for SBI with the IRS (due 09/15 each year (five months and 15 days after the fiscal year end which falls is on April 30th). File simple form unless received revenues are in excess of \$25,000. The 990 form is undergoing a major revision by the IRS for 2010.
14. Offer input into the planning and implementation of conferences in order to facilitate financial oversight and coordination (e.g., SBI needs to address it not-for-profit status with hotels on the frontend, before signing a contract).

15. Prepare financial reports (statement of cashflows and statement of financial position) for any officers' meeting and the business meeting at the annual conference, and upon request by the President during the year.

16. Provide financial oversight of the association management firm.

VIII. Official Duties: Immediate Past President

The Immediate Past President – shall include responsibility for the annual election of national officers and Directors to the Board and help coordinate strategies at the national level.

Playbook Guidelines and Timelines:

1. As Immediate Past President, the duties primarily involve conducting the Annual Election.
2. By mid-October, collaborate with the Directors to the Board (formerly At-large representatives) to formulate a slate of Officers for those positions which will fall vacant or need to be filled by the next Annual Meeting. This is the official Nominating Committee. The past-President is Chair.
3. By the end of October, communicate the slate of officers to the Secretary/Association management firm who will notify the membership of these nominations. As Chair of the Nominating Committee, be prepared to accept additional nominations up to 30 days following announcement of the slate of candidates.
4. By the end of November, request brief statements from each candidate running for office and prepare a ballot. The electronic ballot, accompanied by the brief statements, shall be sent to all current members via the Secretary. Ballots are accepted up to 30 days following the distribution of the ballot. The Chair will receive the votes electronically and copy members of the nominating committee. By simple majority, the names of the newly elected officers shall be presented to the Secretary who will notify the nominees and Board of Directors. The results will then be published to the membership.
5. Attempt to coordinate activities with the SBI Fellows.
6. Administer/coordinate a training session at the annual conference for new SBI members.

AFFINITY RESOURCE GROUP, LLC

SBI Tasks and Timelines

| Activity | Specifics | Timeline |
|--|---|---|
| Monthly Billing | ARG staff member emails electronic management fees invoice and expense reimbursement statement with documentation to SBI Treasurer and President for review and approval. | On or around the 20 th of month for payment on the first of the month. |
| Monthly Report on Association Management Company Activities | ARG staff provides a summary via email of management company activities on behalf of SBI for the month. | Emailed to President on or around the last day of the month. |
| General Office | Answer phone Answer all email and fax correspondence daily Maintain daily office operations Receive all mail and respond to requests in a timely manner | M-F, 8 am – 5:00 pm Central Time |
| SBI Electronic Files | SBI's electronic files are saved on ARG's server and are backed up each evening, Monday through Friday. Additionally, ARG maintains a back-up tape for each quarter within a year and an annual back-up tape that is run at the conclusion of each calendar year. | Daily backups, M-F Quarterly back-ups at end of Q1, Q2 and Q3 Annual tape back-up on 12/31 |
| Leadership <u>Duties/Goals:</u> Establish relationships with SBI board, members, vendors, and other | <u>TASK: Board Minutes</u> Minutes are transcribed following each meeting and forwarded to SBI President and SBI Secretary/Treasurer | <u>TIMELINE: Board Minutes</u> All effort is made to compile minutes as soon as possible following Board meeting. |

| Activity | Specifics | Timeline |
|---|---|---|
| <p>professional contacts</p> <p>Provide staff support to all official SBI BOD conference calls and face-to-face meetings</p> <p>Assist in coordination of all SBI services, projects, and programs with constant attention to SBI's Bylaws, policies and procedures, and legal, regulatory, and non-profit requirements</p> <p>Record and maintain minutes for all official SBI meetings</p> | <p>for review.</p> <p>Draft and final minutes are saved electronically on ARG's server.</p> | |
| <p>Membership</p> <p><u><i>Duties/Goals:</i></u></p> <p>Manage all membership renewals and new applications</p> <p>Ensure that members receive all membership benefits</p> <p>Manage membership retention program</p> <p>Keep accurate membership database records and mailing lists</p> <p>Assist with development and recruitment of new members</p> <p>Coordinate and support members' only section of website including user access</p> <p>Coordinate SBI membership subscriptions with <i>Journal of Small Business Strategy</i> and <i>Small Business Institute® Journal</i></p> <p>Distribute via email or mail all membership materials, meeting</p> | <p><u><i>TASK: Annual Membership Nonrenewals</i></u></p> <p>For members who do not renew during the conference cycle, ARG follows up with each nonrenewing member via mail statement, followed by email reminder, followed by personal contact.</p> <p><u><i>TASK: Membership Applications/Receipts</i></u></p> <p>ARG staff members forward membership applications and receipts to Secretary/Treasurer.</p> | <p><u><i>TIMELINE: Annual Membership Nonrenewals</i></u></p> <p>Nonrenewal contact cycle should begin immediately following the SBI conference and complete by May 1st.</p> <p><u><i>TIMELINE: Membership Applications/Receipts</i></u></p> <p>Approximately once a week, when applicable.</p> |

| Activity | Specifics | Timeline |
|--|---|---|
| <p>promotional materials, member promotional packages, and all general SBI communication materials including the SBI newsletter, <i>eMomentum</i> and SBI Manuals for new members</p> | | |
| <p>Website Management</p> <p><u><i>Duties/Goals:</i></u></p> <p>Assist in coordination and administration of SBI website, including user access and members-only content and interactive features</p> <p>Update website content as needed or requested by Board</p> <p>Assist in management of established list-serve system for SBI members/nonmembers to communicate with each other and promote programs</p> | <p><u><i>TASK: Website Maintenance</i></u></p> <p>All requests for content changes, format changes, and/or new functions/content are received by ARG staff. Requests have been received from various SBI Officers. ARG staff works to make website changes or enhancements on a timely basis.</p> | <p><u><i>TIMELINE: Website Maintenance</i></u></p> <p>Ongoing – edits made as soon as possible.</p> |