



American Contract
Bridge League

Orientation Manual for New Members of the Board of Directors

Disclaimer: This pamphlet is provided for information purposes only, and does not create new, nor change existing policy.

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I. INTRODUCTION

Congratulations! You have just been elected to serve as the representative to the American Contract Bridge League (ACBL) from your district, i.e., to be a “District Director” to the ACBL Board of Directors (BOD). What does this mean? What are your duties, your responsibilities to the BOD and to your constituents? Are you ready for the “handholding,” for the questions, for the hard decisions, for the special requests that are sure to come your way? What do you say to someone whose parent or significant other has just passed away, only a couple of masterpoints shy of becoming a Life Master, when they ask you to intercede with Headquarters to allow that person to be designated a Life Master in his obituary? How do you explain a vote at one of the three annual ACBL BOD meetings that is sure to be unpopular in your district but is “good for bridge” as a whole? Your informed opinion will be sought on everything from finances to allowable conventions, from why online masterpoints are counted in unit and national annual races to why ACBL now requires all team Members to pay an entry fee.

This is a heady responsibility you have undertaken—one that is always challenging, sometimes difficult, but often very rewarding.

As a new District Director you probably have many more questions. Together with Management, your BOD colleagues have developed this manual for you to help you along the way, to try and anticipate many of the questions you may ask, and to provide you with an overview of reference materials available to you.

This document provides you with:

- An overview of the ACBL as an organization
- A description of “standard” not-for-profit/non-profit Board Member duties
- General Board Member job description and expectations
- How District Directors “fit” into the oversight of bridge administration
- Specific ACBL BOD duties
- General Information, including a summary of important reference materials on the ACBL website

The BOD governance framework is designed to be flexible, changing with the needs of the ACBL and the broader context as we continue to seek to be more efficient, and to assume the appropriate strategic oversight role of a not-for-profit Board Member while juggling the tactical need to ensure that the game of bridge flourishes with fair rules and competitive fees and is welcoming to newcomers.

II. OVERVIEW OF ACBL

History

Contract bridge as we know it today began in 1925 when Harold Vanderbilt refined the rules of an earlier version of the game – auction bridge. ACBL traces its history from the American Auction Bridge League, which was created in Hanover NH at the 1927 congress (tournament) of the American Whist League.

Contract bridge was introduced at the second congress, held in Cleveland in 1928, during which the infant organization acquired the services of William E. McKenney, whose originality, drive and organizational ability did much to establish ACBL.

The increased popularity of contract bridge led to the name change to American Bridge League in 1929. A merger of this group with the United States Bridge Association was effected in 1937, with McKenney, first named executive secretary in 1929, remaining at the helm of the organization until 1947.

ACBL Membership grew spectacularly from the 270 who joined the American Auction Bridge League to more than 15,000 at its 20th birthday in 1947. Following the 1956 merger with the Pacific Bridge League (PBL), which became ACBL's Western Division, growth accelerated to 170,000 in 1970 and approached 200,000 in 1993. Membership currently stands at just over 167,000.

Two major forces in ACBL's growth are the Masterpoint Plan and the Rankings, both of which were important considerations in ACBL's consolidation with USBA and the PBL.

Over the years the ACBL has had many homes. After being housed in New York City since its inception, it moved to Greenwich, Connecticut, in 1967. This became the sole home of the ACBL when the Western office was closed in 1968. When the Board of Directors decided that the organization should be located somewhere near the center of the United States because so much of its business was shipping, the ACBL was moved to Memphis, Tennessee late in 1972. A building constructed specifically for the ACBL was built at 2200 Democrat Road. However, because of additional Member services and programs, the ACBL outgrew this location and moved to 2990 Airways address in 1989. In 2010 ACBL relocated to its current address in Horn Lake MS.

The ACBL is designated a 501(c)(4) organization by the Internal Revenue Service (IRS) Code. A 501(c)(4) in IRS terms is a civic league or organization that may be tax-exempt as an organization if (i) it is not organized or operated for profit; and (ii) it is operated exclusively for the promotion of social welfare.

Mission

The mission of the ACBL is to promote, grow and sustain the game of bridge and serve the bridge-related interests of our Members.

Vision

The vision of the ACBL is that bridge is regarded as the world's most rewarding and enjoyable card game.

Strategic Priorities

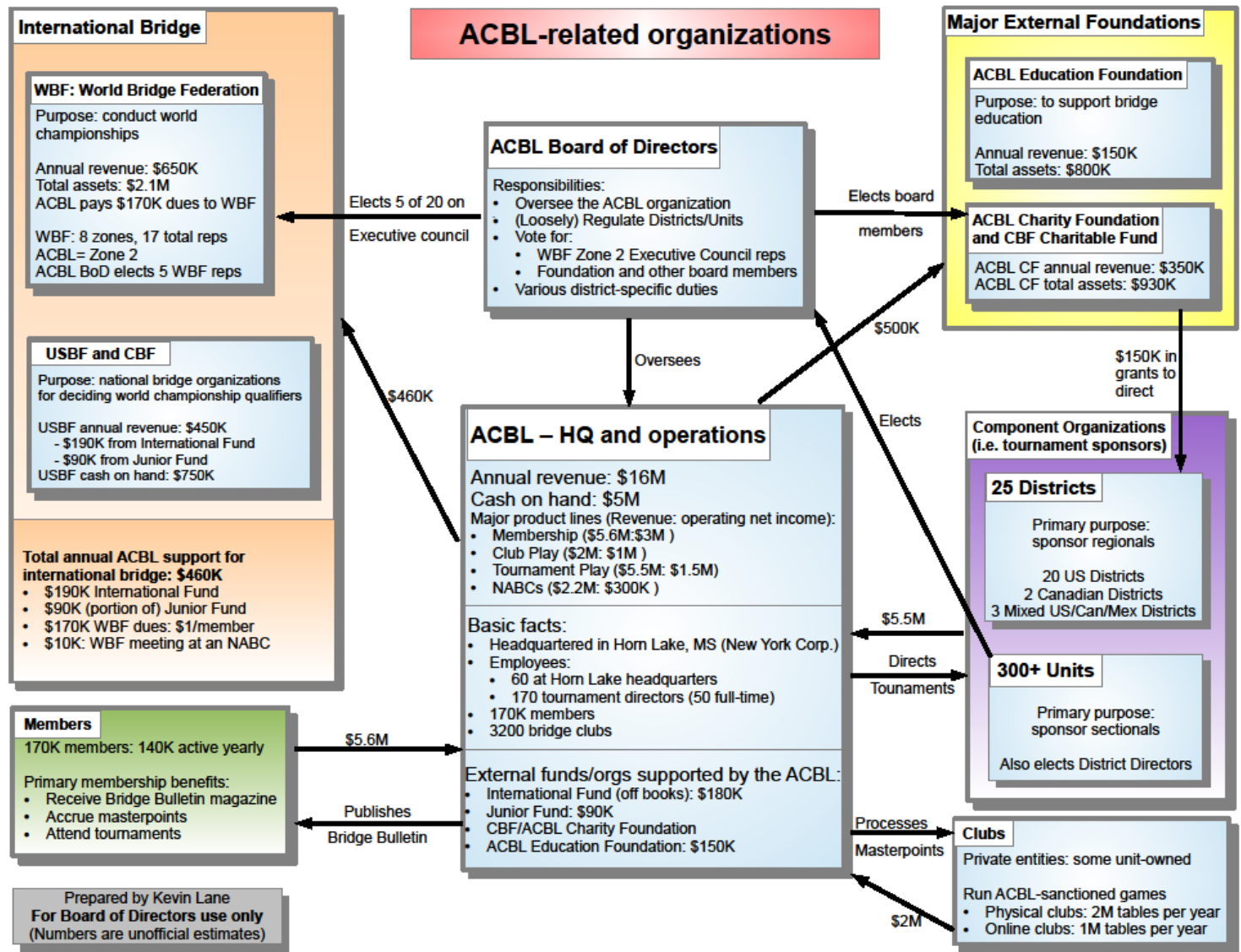
The ACBL Strategic Plan, which encompasses current strategic priorities, is updated annually. You are encouraged to look at previous years' priorities and metrics scorecards at <http://www.acbl.org/about-acbl/strategic-plan/>, for examples of past years' actions and assessments.

The current Strategic Priorities are key to keep in mind when you propose motions to change regulations and/or to request projects to be funded. See subsection entitled "Motions" under Chapter VI, General Information, of this document.

Current Organizational Structure

Service and Management Directories may be found on the ACBL website at <http://www.acbl.org/about-acbl/contact-us/>. However, the structure of the organization is complex in that it encompasses both staff and Management at HQ and in the field as well the ACBL Board of Directors and the Board of Governors plus districts and units and thousands of Volunteers.

A diagram showing the complexities of the organization is included on the following page.



III. NON-PROFIT BOARD MEMBER DUTIES

One of your first and most challenging obligations now that you are a District Director, is to understand what that really means in terms of legal roles and responsibilities. The following are taken from *BoardSource*—a global network of leaders representing “a broad and diverse cross-section of the social sector” who work in partnership with individuals and nonprofit organizations to advance the public good and create positive change. Without a firm understanding of these roles and responsibilities, a range of dysfunctional actions from micro-management to rogue decision-making can occur. We all need to help each other stick to the three duties enumerated below, and hold each other accountable when we get off-track.

- **Duty of care:** Board Members are expected to actively participate in organizational planning and decision-making and to make sound and informed judgments.
- **Duty of loyalty:** When acting on behalf of the organization, board Members must put the interests of the nonprofit before any personal or professional concerns and avoid potential conflicts of interest.
- **Duty of obedience:** Board Members must ensure that the organization complies with all applicable federal, state, and local laws and regulations, and that it remains committed to its established mission.

IV. BOARD MEMBER JOB DESCRIPTION AND EXPECTATIONS

The partnership between a board and an executive leader—in this case, the 25 District Directors and the ACBL Executive Director—is critical to the success of our organization. According to *BoardSource*, “a strong and healthy board-staff partnership provides flexible and resilient leadership that contributes positively to the organization’s overall impact. A weak or dysfunctional partnership impedes the effectiveness of both the board and the executive, and puts the organization at risk in a number of ways - lack of strategic alignment or direction, executive turnover, a toxic organizational culture...”

Our ACBL Board is faced with the challenge of figuring out how best to attain a successful partnership with each other and with our Executive Director and his staff—how to represent our very distinct district Members while at the same time making decisions that are good for bridge as a whole, to be involved in legislating the rules of our game while at the same time letting go and enabling Management to enact the rules we have approved.

To cultivate the trust, respect, candor, and communication that characterize a healthy partnership between a board and staff, *BoardSource* recommends a number of key practices, including the following:

- **Regular check-ins** between the Executive and the Chair, or in our case, the annually elected ACBL President. Open and consistent communication channels help build a strong working relationship and surface issues and challenges before they get bigger.
- **A commitment to “no surprises.”** For both the Executive and the board, it’s important to share openly and honestly, including when there’s bad news, whether it is flooding in Horn Lake, or the continuing problems in maintaining and improving ACBLscore and/or the IT infrastructure. Our Executive Director provides periodic updates to the full Board on progress and concerns relating to both operational activities and achievements towards meeting the goals of the Strategic Plan.
- **Thoughtful reflection on performance.** One of the board’s essential responsibilities is to annually evaluate the executive’s performance (which we do, under the guidance of the Executive Director Review Committee) and provide honest feedback on successes and challenges. Equally important, however, is that the board assess its own performance. In addition to helping strengthen board performance, it demonstrates the board’s commitment to shared leadership and responsibility.
- *BoardSource* has formalized the core roles and responsibilities of board Members and boards in the book widely recognized as the definitive word on the role of a nonprofit board, *Ten Basic Responsibilities of Nonprofit Boards*, and developed a board self-assessment tool to help boards evaluate their performance in each of these ten areas. The current Board Assessment Form is found in Appendix I to this document.

V. ACBL BOARD MEMBER RESPONSIBILITIES

General

A District Director is a three-year elected position. It is your duty as an elected Director to be informed about the ACBL mission and vision (see above in Section II, Overview of the ACBL) and to exercise independent judgment about the actions and operations that support our mission. This section presents an overview of *what* you are expected to do; an overview of the key aspects of *how* you will be expected to carry out your responsibilities and more *details about these responsibilities*—our process—is included in Section VI, “General Information.”

Administration

One of the first items you will be required to complete upon becoming an ACBL Board Member is called the “Board Member Protocol.” It is included as Appendix II. You will need to sign and return the form to the Executive Director’s Executive Assistant, Kelley Trejo.

You will also be asked to complete an ACBL “Board Member Skills Assessment” (see Appendix III) that will enable the ACBL President to work with you and ensure appropriate Committee assignments based on your interest and your expertise in certain areas.

Throughout the year, there will be additional forms/surveys to fill out, required training to accomplish, and requests for information from Management, Staff, or your BOD colleagues. Some of these may be as simple as letting Headquarters know when you will be at BOD meetings so that appropriate hotel reservations can be made for you, while others may be more time-consuming and thought-provoking as in surveys with questions that challenge our current culture or participation in online training. In your role as a District Director, you are expected to comply with these requests and requirements within the stated time period.

Participation in/Contribution to BOD and Committee Meetings

You are expected to attend Board meetings regularly and to be familiar with the motions and items to be discussed at each meeting in order to make informed decisions and actively participate in the discussions. Most supporting materials (e.g., Management Report, applicable financial and strategic priority accomplishments reports) as well as the official Journal are available online approximately 30 days in advance of each meeting. It is your responsibility to read these materials and to come to the meetings prepared to discuss them, including bringing your own paper copies or an electronic device on which to view them, with you. In addition, materials with which you will need to be

familiar during the meetings are often placed in your District Director mailbox, located in an ACBL Office (e.g., Operations, Bulletin) at the NABCs.

Based on your expertise and your interest, you may request and will be appointed by the ACBL President to serve on committees. There are Committees of the Corporation, Committees of the Board, Special Committees, Management Committees, and Other ACBL Bodies. You may be asked to serve on multiple committees at a time, and Committee appointments may vary from year to year in order to give you an overall view of the scope and detail of the work the organization does.

It is important that you be willing and prepared to give the time necessary to be an *active* participant in Board meetings and act as chair, co-chair, or committee Member on those committees to which you have been assigned. Increasingly, a great deal of committee work is being done in advance of face-to-face Board meetings via conference calls and email in an effort to be more informed, more efficient, and more effective. This increases the time available to focus on the more strategic aspects of our responsibilities.

How much you will have to do before each meeting is largely a function of the structure, focus, and workload of the Committee(s) to which you are assigned. The way we are doing business is changing and you are encouraged to suggest changes that will make us more efficient and the ACBL a better organization. This includes being prepared to make difficult decisions when necessary.

Frequently, in addition to committee work, you may be asked to complete Action Items assigned by the President, or to serve on an ad-hoc special committee.

Interaction with the Executive Director and Management

Always be considerate of the ACBL staff, treating them with courtesy and respect at all times. Do not publicly criticize or make disparaging remarks about ACBL staff. They support the organization and its Members daily and strive to make you look good. When they do, compliment them. If a particular staff or group falls down in its accomplishment of their duties, you are encouraged to report problems with employees' performance to the Executive Director, when necessary, in executive session at a scheduled Board meeting. Also bring any serious staff performance issues to the attention of the Chair of the Executive Director Review Committee, particularly if they involve the Executive Director or one of the managers reporting directly to the Executive Director.

Report problems with tournament director performance to the Executive Director.

Interaction with Your Colleagues on the Board

Just as it is critical to maintain a respectful relationship with ACBL Management and staff, it is important to develop and cultivate a good working relationship with your fellow Board Members. You may often disagree with approaches to policies, regulations, priorities, and processes, but be sure to listen and offer alternatives and solutions and not always criticism, however respectful.

Strong personalities are frequently the hallmark of successful, proactive Board Members and in their passionate approach to their jobs, they may assert themselves too strongly and overstep in terms of courteous and acceptable behavior. Any tensions can often be diffused simply by speaking to the person with whom you are having a problem, but alternative means exist if the problem persists. In alignment with Robert's Rules of Order, the Board has established a Board Oversight Committee (BOC). You are encouraged to bring any issues that you have not been able to resolve on your own or that you believe are better addressed by the committee to the BOC. Details about this committee can be found in the Codification, Chapter IV - Board Procedures, A. Administration, Section 5 - ACBL Board of Directors Behavioral Code.

Communication

It is necessary that Board Members maintain active internet access. Timely responses to emails and phone messages are key to the successful functioning of our 25-Member Board.

Because you are the representative from your District to the ACBL, it is important to also be the representative to your District from the ACBL. To communicate effectively at all levels, your attendance at your District Board meetings is critical and also provides you with a perspective to share. Frequently, when BOD Members attend tournaments in Districts other than their own, they make sure to tell the District Director of their plans and are invited to attend District meetings. This sharing of the way things are done in different areas leads to cross-fertilization of "Best Practices" as well as understanding of the problems and opportunities that are present in areas other than your own.

At the Bridge Table

When playing bridge, behave in a manner that is beyond reproach. Strictly adhere to the ACBL's zero tolerance policy. Act in a professional and ethical manner at all times.

Do not expect or accept any special treatment from the directing staff.

Goodwill and Charity Committee Appointments

This is one of your “fun” responsibilities! Each year, Management will send you instructions for the appointment of Members from your district to the ACBL Goodwill and Charity Committees. ACBL Goodwill and Charity Committee appointments are for life.

Members of the Board of Directors comprise the Membership of the ACBL Charity Foundation. A Charity pin will be sent to you.

Members of the Board of Directors are permanent Members of the ACBL Goodwill Committee. If you are not currently a Member of the Goodwill Committee, a pin will be sent to you. A Goodwill Reception is held on the Monday of each NABC, following the afternoon session. All Goodwill Members are invited to attend.

Annual Contribution from the ACBL Charity Foundation to Each District

Midway through the calendar year, you will be notified if the annual grant of \$1000 from the ACBL Charity Foundation will be made available for you to designate to a 501(c)(3) charitable organization (or up to four organizations) within your district. Every year, in lieu of this \$1000 grant, the Charity Foundation makes available \$30,000 to one-fourth of the districts on a rotating basis. These monies must be distributed to non-bridge 501(c)3 organizations and districts may choose up to seven charitable organizations to receive amounts totaling \$30,000.

VI. GENERAL INFORMATION

Identifying Yourself As a Board Member

Shortly after your election, you will receive several items from ACBL that will identify you as a Board Member:

- Business cards
- A badge with your name, your title, and your district. Badges should be worn at all social functions and when playing bridge at NABCs. Many District Directors wear them at sectionals and regionals, especially when traveling out-of-district

In addition, you will receive a synopsis of the “Directors and Officers Liability Insurance Policy,” which covers all Board Members for claims arising from alleged wrongful acts. Not as much fun as the creating your own stationery, or receiving your business cards and badge, but a necessary document for you to read and understand.

Headquarters Orientation

You will be invited to come to the ACBL headquarters in Horn Lake, Mississippi, sometime within the first few months of your first term in office. You will be given a tour of the headquarters building, including the impressive Museum, a special place you will want to encourage everyone you know to visit!

While at HQ, you will be given the opportunity to meet the Horn Lake staff and ask any questions you may have. Each department contributes to a packet containing materials relevant to the departments and a description of the department’s function and a list of current employees. This is a great opportunity to put the faces with the names of all the support staff and Management with whom you have interacted over the years. The ACBL President will be there, and one or two Board Members may also attend this orientation.

Legal Orientation

In recent years, League Counsel and the National Recorder meet with you when you at your Orientation at HQ to acquaint you with ACBL regulations, disciplinary procedures and legal aspects of the Board meetings.

Board Meetings

Meetings are generally three days in length, and commence several days in advance of the start of an NABC or can occur concurrently with bridge play at an NABC. More and more work is being done in advance of face-to-face meetings of the full board through established committees and task forces. Therefore, it is

very possible that the schedule, duration, and location of meetings will change in 2019.

The schedule and agenda are the responsibility of the President with input from key Committee Chairs. Any BOD Member may request a time slot for discussion of an important issue, and the President will accommodate such requests as time allows.

Meetings begin with a short general meeting and approval of non-agenda items. Strategic planning sessions are held on topics of particular interest. Committee meetings are then held with the full Board reconvening in general session to consider any remaining items from the committees and to convene in Executive Session as needed.

At various times, the committee meetings and general sessions are interrupted for executive sessions, emergency matters, outside presentations, and for the Board to hold meetings for the Charity Foundation.

Attire at Board Meetings is casual unless otherwise specifically indicated.

Robert's Rules of Order

Unless the Board adopts Special Rules, Board proceedings are conducted as prescribed by Robert's Rules of Order (Newly Revised). Two Special Rules the Board has specifically adopted are the following:

- A motion to reconsider must be offered by a person who previously voted on the prevailing side and such votes must receive a two-thirds vote of Board Members present representing a quorum. (Special Rule)
- It takes a two-thirds vote of Board Members present representing a quorum to amend Bylaw Special Rules. (Special Rule)

Committee Process

Once the Committees for the upcoming year have been identified (as soon as possible by the President after election at the Fall NABC), Management will assign a staff Member to work with each committee.

Any Board Member may submit an agenda item to any Committee. That Member is then customarily asked to participate in Committee discussion for that item.

Committees consider agenda items and other reports and make recommendations to the Board. Committees accept or reject reports. The committee recommends that the Board adopt as modified, take no action, or defer an item or to a definite date.

Only committee Members may vote on matters before a Board Committee unless otherwise allowed by the Committee Chair. The President and Chairman of the Board (the previous year's President) are voting Members of all committees.

Voting

Committee votes and Board votes on agenda items require a simple majority to pass unless there are Special Rules to the contrary (see above paragraph entitled "Robert's Rules of Order") or as required under NY State law and/or by the Codification. Each Board Member's vote on full Board actions will be recorded and published except for elections or executive session votes on personnel or sensitive items.

"The Journal"

The entire collection of Motions and Discussion Items (DIs) is called "The Journal." The Journal was previously a hard copy notebook that was sent to every Board Member approximately three weeks before each meeting, and even though the hard copy book has been replaced by the online MIM, the phrase "The Journal" is still often used.

"The Journal" serves as the origination point of Agenda Items (both motions and DIs) for each Board meeting and as a means of communication among Board Members. The Journal also includes background material on items to appear on the Agenda. Items are placed in the Journal by Board Members, the Board of Governors or by Management after being accepted first by the President and then by the cognizant Committee Chair for that topic.

Journal items must be received by Management at least 30 days before commencement of the meeting in order to be included in that meeting's Journal. Some Appeals and Charges matters and some Finance items do not receive Journal discussion before action is taken. Management will notify you of the last date that Agenda items can be submitted, placed in the Journal, and considered by committees and the Board without the Board's accepting them as Non-Agenda/emergency items.

Motions

You are encouraged to work with Members of your District, other Board Members, staff, and Management to identify any areas—rules of the game of bridge itself, how the organization functions, how the Board functions—that may need to be discussed and/or changed. There are three opportunities to formally do this, as noted in the above paragraph that describes "The Journal," namely in-between each NABC.

You may communicate by email, by phone, by teleconference or video-

conference, or, of course, in person, should that be available to you. Once you know you would like to submit an idea for consideration by the full Board at the upcoming NABC, you will need to follow the approved format for doing so. When submitting a motion, be diligent in following the BOD guidelines for motions, including citing any rules and regulations that will be changed or superseded by what you are proposing—it makes discussion so much more efficient and constructive!

Items should be submitted with the date, your name, a subject heading (title), purpose of the motion, text of the motion referencing the appropriate sections of the Codification as needed, effective date, effective cost/saving, background, and your discussion or backup material.

If your idea addresses an existing section of the Codification (and most do), it is mandatory that you provide a context for your motion—the President will not accept it without the correct references. You need to provide the relevant portions of the existing paragraphs and show through use of cross-outs and underlined text where your new wording will go. It is important that you number the resulting paragraph(s) and re-number the existing ones as appropriate.

If you need assistance with the heading and/or wording of the motion or motion title, contact the Committee Chairman or Management staff person assigned to this subject matter. Material is not edited but will be retyped to format if necessary; however, you are strongly encouraged to use motion and DI templates and submit your proposals in the correct format. Management (and occasionally other Board Members) may add information and/or comments. All items are subject to approval by first, the ACBL President, and subsequently by the Committee chair, who are not expected to approve a motion unless it satisfies all of the above requirements. Accepting poorly worded or unsupported motions often results in Board Members and Management having to expend extra effort to evaluate the motion. The burden of preparing good motions should rest with the motion-maker(s).

When the Agenda is prepared, each item is assigned a number, which follows the item through committee, approval, or non-approval by the Board and into the final Minutes of the meeting. The first two digits are the last two digits of the year; the next digit tells you it is the 1st, 2nd, or 3rd meeting of the year; and the item number follows the hyphen. As an example, 083-21 would be item 21 for the Fall (3rd) meeting of 2008; 171-14 would be item 14 for the Spring (1st) meeting of 2017.

Motions should be submitted on time for inclusion in the Journal. When this isn't done, the motion-maker(s) should not request that the item be treated as an emergency/non-agenda item unless the motion is critical or time sensitive.

Agenda

The Agenda for the meetings is determined by items submitted in advance for the Journal by Board Members, by Management or by Members of the Board of Governors. The President assigns Journal/Agenda items to committees for review just prior to these items being included in The Journal for review by all BOD Members. Sometimes an item is referred to more than one committee, especially when finance and budgeting will be impacted. A notice of meeting times and places will be provided with your Agenda.

Occasionally there is a need to place on the Agenda an item that was not or could not be submitted for the Journal in a timely manner. This is done the first morning by request of a Board Member and requires a majority vote of Board Members present representing a quorum to place Non-Agenda/emergency items on the Agenda.

Motions-in-Motion (MIM)

2018 saw a concerted effort to “go paperless” at our meetings with the creation of a MIM electronic filing system that incorporates all Agenda Items in their original form; allows posting of supplemental documents to assist in decision-making; shows changes made to Items by committees during advance electronic or face-to-face meetings; and displays Board Members’ votes during the full Board voting process. This online system to access and post motions, DIs, documents relevant to board meetings, meeting agendas, and the like replaces the hard copy “Journal.” MIM also contains templates for motions and DIs, as well as a template where you can create your own letterhead stationery. The link to MIM is:

<https://docs.google.com/spreadsheets/d/1uaBikOJX0fh5YOwkZ3vpcYgBVqYSbJq6nU3ywEskGsl/edit#gid=37777133>

Reference Materials

As you begin, you will want to know previous Board actions and policies in many areas. In addition to the Journal and Agenda, the following reference materials are available via the Internet at www.acbl.org. Most are found under the heading “Helpful Documents.”

Motions-in-Motion: Collated archives of all actions taken at face-to-face meetings, including vote tabulations.

Minutes of the Board of Directors: Minutes of the Board of Directors for several years prior to your going on the Board.

A Codification of Board Actions: This document contains the up-to-date Board regulations.

Bylaws: A complete copy of the ACBL Bylaws.

ACBL Handbook: A complete copy of the ACBL Handbook of Rules and Regulations.

Laws of Duplicate Bridge

Code of Disciplinary Regulations (CDR)

Other Available Material: Board of Governors Minutes, Annual Membership Meeting Minutes, Charity Foundation Trustees and Membership Meeting Minutes, Educational Foundation Trustees and Membership Meeting Minutes, Executive Committee Minutes, and Management Reports are sent as issued. Information from past meetings will be provided on request. Financial reports and other special reports are sent to Board Members periodically.

Board Member Photos and Biographies

After your election to the board, you will be asked to submit a short biography that will be posted on the ACBL website. This biography must conform to a specified format, which will be provided to you by staff. You may also submit a photo, if desired. Although originally intended to inform our Members, especially those on the Board of Governors as to your skills and interests, it is also interesting for Board Members to read about their colleagues. You can see examples of what to submit at:

<http://www.acbl.org/about-acbl/administration/board-of-directors/>.

VII. BOARD REIMBURSEMENT

Please see Chapter IV, Section B2 of the Codification for complete, current details for travel, hotel and per diem. The following is offered as a summary and general guidelines only.

Travel

Travel arrangements should be made to cover your attendance at all scheduled BOD meetings—to include special Committee meetings held in advance of “Full Board”—that require your attendance during the course of a meeting. In general, this includes arrival on the day prior to the start of “Full Board” and departure following the Board of Governors (BOG) meeting on, traditionally, the first Sunday of the NABC. If you are staying later in the week, a Sunday hotel is not paid as travel arrangements on Sunday are not the reason for a Sunday hotel room. However, regulations governing reimbursement are changing—whatever is in the Codification supersedes statements in this Manual.

Please see below under Hotel and Per Diem for applicable procedures, should travel on the day of the BOG meeting not enable you to arrive home before midnight that Sunday.

If traveling by plane, you will be reimbursed for the actual ticket price, using advance non-refundable ticketing reflecting the lowest direct service fare available for travel at reasonable times for the travel dates. Travel miles or reward points cannot be used for reimbursement. Members only receive reimbursement for money spent. You may upgrade to business/first class so long as no additional expense is incurred by ACBL.

Subject to advance approval of the Treasurer, Board Members will be reimbursed at the applicable United States IRS rate for automobile travel. When traveling by car, the lesser of automobile traffic or economy airfare is paid. Tolls and ferries en route and parking at the meeting site for the number of days calculated for per diem reimbursement will also be reimbursed by the ACBL. No meals or rooms en route will be reimbursed.

The ACBL will reimburse the cost of train fare not to exceed the cost of equivalent airfare.

If special meetings at which your attendance is required are held on the day prior to the start of formal meetings (e.g., Finance, Appeals and Charges), travel costs for coming in a day early may be submitted and are subject to all of the above provisions. Arriving by 5pm on the day prior to which the formal BOD meetings start is desirable in order to begin conversations that relate to the business at hand for a particular meeting. However, this is not a valid reason for claiming

travel and hotel expenses on an earlier day if you are not scheduled to participate in a meeting that requires your early arrival.

Hotel

Board Members will be reimbursed at the ACBL host hotel negotiated room rate incurred beginning with the night before their first officially scheduled meeting and continuing through the night the Board meetings conclude; however, if the board Member attends the BOG meeting, the reimbursement will extend through the night prior to that meeting. In order to qualify for reimbursement, you must have paid the ACBL host hotel for the appropriate number of room nights. Board Members who share a room with another Board Member will only receive reimbursement at the ACBL host hotel negotiated room rate for one room, not two. You may not charge a fee for use (or sharing) of your room for which you are receiving ACBL reimbursement.

If you are unable to travel home on the Sunday of a BOG meeting due to difficulties in scheduling flights or a train or if that late Sunday travel is far more expensive than staying an extra night and departing on the next day—Monday—the President and Treasurer may approve a Sunday night hotel stay.

Per Diem

Reimbursement for meals are currently paid on the basis of the applicable IRS meals-and-incidentals per diem rate for travel within the 48 continental United States (including the District of Columbia) (“CONUS”.) For travel outside CONUS, meals-and-incidentals per diem will be paid at State Department standards accepted by the IRS for the highest US rate. Per diem will be paid beginning with the day before the first officially scheduled meeting through either the day of departure or the Sunday of the Board of Governors meeting, whichever is earlier. If you arrive home after midnight on the Sunday of the BOG meeting, or are unable or it is better financially for you to travel on Monday, you may claim Sunday as a whole per diem day, not a travel day. In any of these situations, there is no per diem paid on Monday.

Your per diem will be affected by the presence or absence of concierge privileges—specific regulations govern the amount of reimbursement to be deducted based on the comprehensiveness of any meals provided in a Concierge Lounge. One-quarter and one-half of your per diem for that day will be deducted if you attend any ACBL or other officially sponsored lunches and dinners, respectively.

Other Reimbursements

Board Members will receive complimentary entry fees for all events at an NABC except on the first day of the NABC (usually Thursday) when proceeds from the

games are designated for the International Fund, Educational Foundation or Charity Foundation. On that day, Board Members must pay their full entry fee. In addition, on any day, if there are amounts included in the entry fee that support international bridge or other designated activities, Board Members will pay those as well, e.g., the current \$1.50 in support of the International Fund for all NABC+ events.

Board Members receive an expense reimbursement of \$1,000 three times per year to reflect travel to district and unit events, phone calls, mailing and other miscellaneous expenses connected with the office of District Director. You will receive a Form 1099 at the end of the year showing this \$3,000.00 as non-employee compensation. If expenses are incurred while working on a board committee, these are reimbursed separately.

For each of the three yearly Board meetings, Management will send a \$500 advance, or less if requested, to be used when booking your travel. At the end of each meeting, you are required to submit an expense reimbursement form/voucher (recently made available in electronic form). Management will send a reminder to individuals who have not submitted an expense voucher by the 14th calendar day following the board meeting. If a properly prepared voucher is not submitted to ACBL Headquarters by the 21st calendar day following the board meeting, then an advance will not be sent for the next board meeting. It is your responsibility to ensure that your voucher is received by the deadline.

VII. SOCIAL FUNCTIONS AT AN NABC

The primary obligation of a Board Member during an NABC is to serve the Members. Therefore, you are expected, although not required, to attend all social functions held for the benefit of ACBL Members during NABCs. You should be sure to wear your badge at these functions in order to identify yourself to ACBL Members.

Social functions often are scheduled during the Board meetings. The President may host a dinner at one or more of the NABCs during his term and sometimes the local unit or district hosts a social function. Thanksgiving dinner is frequently offered for all Board Members in the President's Suite or at a restaurant in or close to the hotel. You will receive notification or invitations to these events. Your spouse or guest is included. Attending these kinds of functions will require you to accept a reduction in your per diem amount for that day, as noted in the previous Section.

An Opening Reception to welcome the tournament's attendees is currently held on the first Friday night of each NABC. As long as this function continues to be held, you are encouraged to attend and to wear your badge and greet the players. The President's Suite is not open on this night.

A Patron Member Reception is held on the first Saturday night of an NABC, hosted by the President and in the President's Suite. This reception is generally held following the evening (or second "prime time" session) that day. You are encouraged to attend. This is the one evening when invitees are limited to you as a Board Member and to the Patron Members—no other guests are permitted.

The President's Suite is usually open to Board Members and their guests following the conclusion of the afternoon meetings and again later in the evening during the days that Board meetings are held. It is traditionally open after the evening session during the tournament. Board Members may invite a few of their constituents to the suite after an evening session, unless the President is entertaining a special group (such as the Patron Members when no one may be invited who is not a Patron Member) or the suite is not "open." The President issues a list of special parties and meetings, and Board Members may be invited as appropriate. If you invite guests to the suite, please be on hand to greet them and/or let the President know if for some reason you cannot be there.

There are other functions to which Board Members are invited. Attendance is optional, but you are encouraged to participate in as many as you are able. These include, but are not limited to, the Goodwill Committee Meeting/Reception, Club Director Reception, Teacher Reception, and other receptions or parties that may be held such as a Novice Party or a Workers Party.

Appendix I

ACBL Board of Directors Self-Evaluation

The ACBL is committed to the highest standards of organizational governance. Consistent with that commitment, the board of directors engages in an annual process of self-assessment. This process allows the board and individual board members to evaluate their understanding of their responsibilities and how well they meet their expectations.

The board has adopted a two-part self-evaluation process. The first part of the evaluation considers how the board functions as a whole. The second part of the evaluation involves a review of the performance of individual board members. The completed evaluation surveys are reviewed by the full board during the _____ board meeting.

Your Name :(for tracking responses only; final compilation will be anonymous): _____

Roles and Responsibilities of the Board as a Whole

From your perspective, please rate how well you believe the board carries out each of the following roles and responsibilities:

		Not Satisfied	Satisfied	Not Sure	Not Applicable	Comments
1	The board is familiar with and upholds the ACBL's mission statement.	1 2	3 4	NS	NA	
2	The board has clearly defined goals and objectives relating to pursuing the ACBL's mission.	1 2	3 4	NS	NA	
3	The board is evaluating whether the ACBL is making progress toward achieving the mission with an appropriate frequency and level of attention.	1 2	3 4	NS	NA	
4	The board is knowledgeable about the ACBL's current services and engages in strategic planning to consider how the ACBL should meet new opportunities and challenges.	1 2	3 4	NS	NA	

		Not Satisfied	Satisfied	Not Sure	Not Applicable	Comments
5	The board and staff provide its board members with sufficient education, training and leadership development.	1 2	3 4	NS	NA	
6	The board election process is functioning appropriately	1 2	3 4	NS	NA	
7	The board's composition reflects the diversity of background, expertise and other resources needed by the ACBL.	1 2	3 4	NS	NA	
8	The expectations for board members are well defined and have been adequately communicated to new board members.	1 2	3 4	NS	NA	
9	The respective roles of the board and the CEO are clearly defined and understood.	1 2	3 4	NS	NA	
10	A climate of mutual trust and respect exists between the board and the CEO.	1 2	3 4	NS	NA	
11	The board is meeting with sufficient frequency and duration to adequately conduct the affairs of the ACBL.	1 2	3 4	NS	NA	
12	The issues and matters that are presented for board review and decision making are appropriate work for the board.	1 2	3 4	NS	NA	
13	The board has the opportunity to discuss matters and ask questions of critical importance before decisions are made.	1 2	3 4	NS	NA	
14	The board is provided adequate information and resources for effective decision-making.	1 2	3 4	NS	NA	
15	Minutes of board meetings are created and distributed on a timely basis.	1 2	3 4	NS	NA	
16	The board has created policies, and made revisions to policies, as legally required or necessary for the effective governance and management of the ACBL. This includes a conflict of interest policy.	1 2	3 4	NS	NA	

		Not Satisfied	Satisfied	Not Sure	Not Applicable	Comments
17	The board is exercising appropriate fiscal oversight, including ensuring that financial controls are in place, approving the annual operating budget, ensuring that the budget reflects the priorities, and monitoring financial performance during the year.	1 2	3 4	NS	NA	
18	The board is appropriately overseeing the performance of the CEO, including conducting an annual performance and salary review.	1 2	3 4	NS	NA	
19	The board has a process to review all insurance carried by ACBL and has determined an adequate amount of liability insurance to cover board members and staff as well as ACBL as a whole.	1 2	3 4	NS	NA	

Individual Board Member Roles, Responsibilities and Functions

From your perspective, please rate how well you believe you carry out each of the following roles and responsibilities:

		Not Satisfied	Satisfied	Not Sure	Not Applicable	Comments
1	You are knowledgeable about the mission, goals, and programs of ACBL.	1 2	3 4	NS	NA	
2	You have actively supported and promoted the mission and goals of ACBL.	1 2	3 4	NS	NA	
3	You understand what progress ACBL has made over the past year toward achieving its mission	1 2	3 4	NS	NA	
4	You understand what is expected of you as a board member and actively participate in board discussions and deliberations.	1 2	3 4	NS	NA	

		Not Satisfied	Satisfied	Not Sure	Not Applicable	Comments
5	You have promoted ACBL in professional or personal interaction with other clubs, community groups, and units.	1 2	3 4	NS	NA	
6	You participate in the annual review of the CEO and are you aware of any actions that were taken regarding the executive director's compensation package (including salary and benefits).	1 2	3 4	NS	NA	
7	You are knowledgeable about ACBL's financial status, including the year-to-date performance under the current budget.	1 2	3 4	NS	NA	
8	You have a clear understanding of your legal and fiduciary responsibilities as a board member, including the duties of care, loyalty and obedience.	1 2	3 4	NS	NA	
9	You read the journal and materials distributed before board meetings.	1 2	3 4	NS	NA	
10	You regularly read the bulletin and other materials distributed by the ACBL.	1 2	3 4	NS	NA	
11	You have found your participation on the board to be stimulating and rewarding.	1 2	3 4	NS	NA	
12	You believe you are appropriately and meaningfully involved in the affairs of ACBL.	1 2	3 4	NS	NA	

Evaluation of Board Performance: Possible topics for discussion:

1. What steps can we take to ensure that information from this evaluation is used to improve the performance of the board?
2. The ACBL has guidelines that outline the duties and responsibilities of individual board members. Are board members held accountable to those standards? What should be the process when a board member does not meet those standards?

**APPENDIX II
BOARD MEMBER PROTOCOL**

I, _____ understand that as an elected Member of the ACBL Board of Directors, I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and mission of the organization, and I will act responsibly and prudently as its steward.

As part of my responsibilities as a board Member:

I will represent the ACBL’s work and values to the bridge community.

I will attend the board meetings, committee meetings and special events.

I will adhere to the Board of Directors Duties and Responsibilities. If I don’t fulfill these commitments to the ACBL, I will expect the board president to contact me in order to discuss my responsibilities.

In turn, the ACBL will be responsible to me in several ways:

I will be sent, without request, trimester financial statements and updates of ACBL activities that relate to my board Member and legal responsibilities.

Opportunities will be offered to me to discuss with the Executive Director and board president ACBL’s programs, goals, activities, and status.

The ACBL will help me perform my duties by keeping me informed about issues in bridge and bridge administration.

Board Members and staff will respond in a straightforward fashion to questions that I have that I feel are necessary to carry out my fiscal, legal and moral responsibilities to the ACBL.

If the ACBL does not fulfill its commitment to me, I can call on the board president and Executive Director to discuss these responsibilities.

Signed _____

Signed _____

Date _____
ACBL President

Date _____
Member, Board of Directors

APPENDIX III ACBL BOARD OF DIRECTORS SKILLS ASSESSMENT

To correctly match your interests, abilities, and experience with the tasks best suited for you, please complete this survey. Rate yourself. 5 = High, 1 = Low

Name_____ District_____ Date_____

<u>AREA OF EXPERTISE</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Finance					
Budgets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing					
Public Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Member Recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources					
Hiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bridge Administration					
Unit Affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
District Affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Club Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tournament Coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bridge Education					
Teacher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Player	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>SKILLS/STRENGTHS</u>					
Crisis Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability/Flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Envisioning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long Range Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C & E EXPERIENCE

Locally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sectionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INTERNET EXPERIENCE

Play	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>