

IVMA GOVERNANCE TASK FORCE REPORT JUNE 2017



Indiana Veterinary Medical Association

The human side of animal health.

IVMA Governance Task Force Report

Task force members: Dr. Tony Rumschlag, Chair, Dr. James Stepusin, Dr. Steve Sunbury, Dr. Jim Weisman, Dr. Aaron Smiley, Dr. Kyle Shipman, Dr. Hilary Reinhold, Dr. Devin Kistler, Dr. Carrie Spencer, Dr. Matt Cantrell, and Lisa Perius, Executive Director

Meetings: The TF met four times in person and once via conference call from July – December, 2016. Each meeting lasted two hours and provided an open forum to discuss all concepts and ideas on how to engage, improve, and implement changes to the IVMA.

Purpose: The purpose of the IVMA Governance Task Force is to review and modernize the IVMA structure and strengthen the districts in order to engage as many members as possible in the organization.

Landscape Review: The TF reviewed the landscape of the current **IVMA Board** structure, which is comprised of geographic representation from 10 districts and 5 species areas. Additionally, the 5 officers (president, president-elect, vice president, immediate past president and treasurer) are a part of the board, as well as the 2 delegates to the American Veterinary Medical Association, for a total of 22 voting board members.

The TF surveyed the **districts** to determine the following:

Does your district have bylaws?

List district officers and number of members in your district.

How many times a year does your district meet?

Does your district have a current tax ID number and do you file yearly taxes?

What is the cost of yearly membership in your district?

(See Exhibit A for a summary of district feedback.)

In discussions with TF members, the following was identified:

Districts and Board Representation

- What is the primary purposes that Districts fill
 - Network with other veterinarians
 - Especially vets in similar situations/practice demographics
 - Forum to discuss local issue
 - Provide CE opportunities
 - Representation to state organization
 - Conduit for information back from IVMA
- Issues
 - Districts and their organization
 - Lack of awareness of districts/boundaries/meeting information
 - Lack of understanding of the role of the district by members
 - New veterinarians in the district largely rely on existing veterinarians to provide information
 - There is no easy access for veterinarians to see the information regarding Districts they may be interested in joining
 - Current system primarily relies on practices informing new associates of where/when the District meets are scheduled
 - Distance to get to meeting
 - Legal aspects

- Fiduciary responsibilities being addressed?
 - Districts vary tremendously in capabilities
 - Depends on current officers or use of admin help
 - Capabilities can vary significantly from year to year
 - Board of Director organization
 - Disconnect between districts and IVMA
 - Lack of awareness of the relationship
 - Large 22 member Board is cumbersome
 - Ability of members to contribute?
 - Representation doesn't rotate frequently to give new member opportunities for participation
 - Representation
 - Does IVMA Board Rep really understand their members
 - Do they speak for the district members or represent their own opinion
 - Do they reach out to the district members for perspective on issues
 - Do they consistently report back to the district members
- Executive Board organization
 - Officer rotation through President requires a long 4-year commitment. We questioned need for VP role?
- Concerns if making changes to Districts
 - Will meeting frequency decline
 - Will they maintain representation to IVMA
 - Will they continue to exist
- Positive aspects for making changes
 - Expand ability of members to represent the areas
 - Increase visibility of district to veterinarians in the area
 - Ease to scheduling CE Speakers
 - Centralize payments and tax responsibilities
 - Facilitate communication from IVMA to members
 - Consistency of what the District provides

Lastly, the TF reviewed the current IVMA Bylaws that establish 4 **standing committees** of the IVMA – Executive, Financial, Public Affairs, and Membership Services. There are 12 sub-committees of the IVMA. The TF spent considerable time exploring how the current committees and sub-committees operate, and sometimes, don't operate. The TF concluded that having members on a sub-committee that is not functional provides for a bad experience for the IVMA member and thus, may reduce their engagement in the organization. The TF also determined that it's time to modernize the terminology; using the word "committee" can provide a designation that serving would become a "life sentence", if you will. The bottom line is that task forces and working groups, as directed by the IVMA Board of Directors, can determine who is involved each year in carrying out the goals of the association. This allows for focused participation by more members on identified issues that they have an interest in, with a more defined timeline for participation.

Recommendations:

IVMA Board of Directors

It is the recommendation of the TF to amend the IVMA Bylaws to construct an IVMA Board of Directors that is nimble, smaller and more representative of a 21st century model of association structure.

Proposal – The TF recommends an IVMA Board of eleven (11) voting members – this would include 3 representatives of the geographic areas of the state (north, mid, south), and 4 at-large members. The TF recommends that these 7 board members serve one, three-year term. They could serve again, but not in back-to-back terms. This would provide more rotation of new representation on the Board, on staggered terms. Implementation of this new model would take place over several years to roll to the new board composition. Further, the focus of future board compositions would include a balance of representation of practice types, etc. This mindset will also be used when putting together task forces, working groups, etc. The veterinary profession is diverse and it must be reflected in the structure of the association.

The TF recommends there be 3 voting officers (President, President-elect, and Treasurer) plus the AVMA Delegate on the Board (Alternate Delegate votes in absence of Delegate). The TF recommends eliminating the office of Vice President, so that an officer would serve a three-year term – President-elect, President, and Immediate Past President. The Immediate Past President and the AVMA Alternate Delegate would be non-voting *ex officio* members of the Board. The office of Treasurer would remain a two-year term, with the ability to be reelected with no term limit.

Nominations would be requested for each region (the three regions would be divided by counties/or use the BOAH district map to determine these regions) as well as for the at-large positions. The IVMA Leadership Development Committee (or similarly-named task force if the committees are restructured) will process the names (similar to the current process for identifying the IVMA vice president candidates) and, if more than one candidate's name is submitted, an election will be held to elect the board member (i.e. Voting can occur via SurveyMonkey). Attention will be paid to representation on the Board across a broad section of the profession (small animal, large animal, industry, etc.) A candidate wishing to run for the IVMA Board must submit an application.

Justification: This structure will allow more members the opportunity to serve on the IVMA Board of Directors. This proposal allows the districts to remain functional if they wish, but takes the burden off of them to select/elect a representative from their district. IVMA will assist board members in communicating with membership of districts to share information after board meetings. Electronic communications make this process much more timely and efficient.

This proposal provides a board structure that becomes nimble and fluid in leading the association.

IVMA Districts

It is the recommendation of the TF to not disrupt the district structure. This will allow those districts that have a functioning infrastructure to continue to meet and engage members. It is suggested that IVMA assist districts, if warranted, with the following resources:

- ❖ Each district will have a sub-page on the IVMA website to list the districts' meetings, officers, dues fees, and other pertinent information.
- ❖ IVMA will supply a sample bylaws document to assist districts with their governance structure.

- ❖ IVMA will assist districts with information concerning the regulations regarding tax ID status, filing of tax forms, etc.
- ❖ IVMA will assist districts with IVMA member information to let all veterinarians in the district know about the district association. This is especially important for younger veterinarians or new veterinarians who move to the district.
- ❖ IVMA will assist with a “speakers’ bureau”-type listing of possible speakers for district meetings.

IVMA Committees

The Governance Task Force recommends eliminating the four standing committees and the sub-committees currently listed in the IVMA Bylaws. The TF proposes that the IVMA Board of Governors (which is currently the IVMA Executive Committee – the officers of the association) would appoint the task forces and working groups needed each year to carry out the goals directed by the Board of Directors. The IVMA Board of Directors would continue to develop a strategic plan for the IVMA on an annual basis.

Justification: This would allow for the Board of Governors (the IVMA officers) to collectively work together to establish the groups needed to carry out the goals each year. Within this, the Board of Governors can identify new volunteers depending on the strategic goal that needs accomplished. By working together to provide a robust method for selecting volunteers each year, with openness and transparency, the work of the IVMA can be inclusive and far-reaching in its impact on the profession and its members.

The definition of governance from the American Society of Association Executives: Associations are driven by their missions and largely measured by their success in achieving mission-related goals. Good governance provides the vision and direction to ensure that an association is on the right path. The responsibility for governing an association typically rests with a volunteer board of directors, operating according to a set of bylaws and working in close collaboration with the organization’s chief staff executive to set strategic direction, provide necessary resources, and make key decisions that association staff then implement to meet member needs. Volunteer leadership is often distributed among committees, sections, task forces, and other groups, making volunteer management an important operational function for association staff. In many associations, governance also involves the management of regional or local chapters or other components that support the national organization in fulfilling its mission.

Implementation Plan

1. Map – [see attached](#)

- Divide into three regions
- Region 1 - # of IVMA members = 397
- Region 2 - # of IVMA members = 429
- Region 3 - # of IVMA members = 366

2. Position Descriptions for board reps and at-large reps – [see attached documents – Exhibit 1, Exhibit 2 and Exhibit 3](#)

3. Election Process

Regional representation – each IVMA member in that region will be notified via electronic and/or mailing from the IVMA office that the board position is open. Anyone interested in running for the position will submit their name and candidate application to the Leadership Council for consideration. After review by the Leadership Council, names will be placed on a ballot for members in that region to vote. Electronic voting will be used so there is no printing and mailing costs for the IVMA. The candidate with the most votes will be elected to one 3-year term on the IVMA Board of Directors. Attention will be paid to representation on the Board across a broad section of the profession (small animal, large animal, industry, etc.) [3 Regional Representatives](#)

At-large representation – all IVMA members will be notified via electronic and/or mailing from the IVMA office that an at-large board position is open. Anyone interested in running for the position will submit their name and candidate application to the Leadership Council for consideration. After review by the Leadership Council, names will be placed on a ballot for IVMA members to vote on. Electronic voting will be used so there is no printing and mailing costs for the IVMA. The candidate with the most votes will be elected to one 3-year term on the IVMA Board of Directors. Attention will be paid to representation on the Board across a broad section of the profession (small animal, large animal, industry, etc.) [4 At-Large Representatives](#)

Criteria and processes are identified to recruit and vet board candidates. [See attached documents.](#)

- a) Criteria for Board nomination:
- a. Competency based
 - b. Experience and background
 - c. Have a management perspective
 - d. Be visionary (have the ability to see around corners)
 - e. Be resilient
 - f. Be flexible and open-minded
 - g. Be passionate and have commitment to the profession and the IVMA
 - h. Must be a graduate veterinarian and a member of the IVMA for a minimum of three years
 - i. It is anticipated that candidates for Board membership would be interviewed to determine their qualifications and possession of the above criteria

4. Implementation

If passed in March, 2018, the implementation plan would begin in 2019. [See attached Excel document for schedule of implementation of board slots.](#)

How this Restructure Benefits IVMA and its Members

- The genesis of this discussion is to create a board structure that provides a transparent selection of board members and offers opportunities to all IVMA board members to serve on the board as one pathway to involvement in the organization.
- The current system doesn't provide clear transparency for all IVMA members regarding their board representation. This does not reflect true representation.
- Having our IVMA members know that they can run for office will help them understand what IVMA does and create more potential involvement in the organization.
- The proposed change allows for transparency in the election of board members so that all IVMA members are notified about the possibility to serve. While the IVMA has excellent board members currently serving, this new process allows for the opportunity for all members to have access to serve on the board of directors.
- This proposal allows the districts to remain functional if they wish, but takes the burden off of them to select/elect a representative. This proposal decouples IVMA from the districts.
- The current process relies on the districts (geographic or species representation) to send the board member to IVMA; the new process allows the IVMA to proactively fill the slots on the board. This will provide that all board seats are filled.
- Many IVMA members don't even know what district they live in or what the purpose of the district is. Many have a lack of understanding about the role of the district, what their boundaries are, and when they meet. The new structure, with the board members understanding their roles in reporting back to members and providing means of communication, provides for clearer roles.
- The elected regional representatives will have a responsibility to report to all members currently residing in their region. With contact information from the IVMA, this allows these three board members to have direct access and contact with the members of the area they represent. This can be an added benefit to the IVMA members.
- The trend in association management in the 21st century is a move to a smaller, more nimble board structure. This allows for less time demand of volunteers and allows for varied representation of the profession on the board.
- There are currently at least six other veterinary medical associations around the country that have completed a similar restructure of the governance process.
- Having an open comment period for IVMA members is critical to gain their feedback and input on this concept.

How this Proposal Benefits the Active Districts

- Positive aspects for making changes include:
 - Expand ability of members to represent the areas
 - Increase visibility of districts to veterinarians in the area
 - Facilitate communication from IVMA to members
 - Consistency of what the District provides

- Allows for IVMA staff to assist districts, as needed, with legal questions, CE speakers, etc.
- Allows for IVMA to provide additional assistance, if asked in the following areas:
 - Website content placed on IVMA website
 - Template documents to assist the district
 - Assistance with scheduling/coordinating district CE meetings and identifying speakers and sponsors

Open Period for Public Comment from IVMA Members

If approved by the IVMA Board of Directors on June 8, 2017, the following public comment period schedule can be implemented:

1. Send mailing to all IVMA members with the attached Q&A and explanation letter – by June 15, 2017 – allow IVMA members to email comments/feedback to IVMA office staff
2. Also email IVMA members a copy of the report and Q&A information – June 15, 2017
3. Deadline for submission of any feedback to IVMA – July 31, 2017
4. Compile feedback from IVMA members in a report and share with Board at board meeting – September 7, 2017 – if final Governance Task Force report approved by the Board, then draft Bylaws proposal would be available the day of the board meeting for Board to review, edit and approve.
5. If Board proposes bylaws changes, this information will be share with the IVMA members in the November, 2017, and January, 2018, *Hoosier Veterinarian* newsletter
6. Membership vote on proposed bylaws changes would be approved at Membership event at IVMA Annual Meeting, March 1-4, 2018

Exhibit 1

ELECTION OF OFFICERS, AVMA DELEGATES AND IVMA BOARD MEMBERS

Purpose/Scope

The purpose of this Standard Operating Procedure (SOP) is to describe the procedures of the Indiana Veterinary Medical Association (IVMA) for nomination and election of Officers, Board Members, and AVMA Delegates. This SOP applies to all elections conducted by the IVMA.

Policy

Nomination Process – officers and AVMA delegates

- The _____ Council will inform all IVMA members in June of each year of the pending nominations for the following year. Any qualified individual should submit their nomination on the *IVMA Nomination form IV B-6* to the nominating chairman by August 1st for the _____ Council's consideration.
- The Board of Directors will, as recommended by the _____ Council, no later than August 30th, nominate one or more members of the IVMA for the offices of President, President-Elect, Vice-President, Treasurer, AVMA Delegate and AVMA Alternate Delegate, when applicable, and such other officers as may be provided for by the Bylaws of the IVMA.
- Additional nominations to any office, provided they meet the necessary qualifications, may be made by a petition signed by not less than 25 members of the IVMA and filed with the Executive Director not less than 90 days prior to the annual meeting.
- In the event any nominee withdraws or is for any reason unable to qualify for the office, the Board of Directors may make further nominations at any time before the ballots are sent out.
- The _____ Council will take an active role in seeking out candidates that they feel would make excellent officers for the association.
- Interested individuals will be asked to contact IVMA and submit a nomination form by August 1st.
- The _____ Council will gather applicant information and facilitate the application process by providing an overview of expected time commitments to applicants.

Nomination Process – IVMA board members

- The _____ Council will inform all IVMA members in June of each year of the pending nominations for the following year for either a Regional or At-Large board position. Any qualified individual should submit their nomination on the *IVMA Nomination form IV B-6* to the nominating chairman by August 1st for the _____ Council's consideration.
- The Board of Directors will, as recommended by the _____ Council, no later than August 30th, nominate one or more members of the IVMA for regional or at-large positions.
- In the event any nominee withdraws or is for any reason unable to qualify for the office, the Board of Directors may make further nominations at any time before the ballots are sent out.
- The _____ Council will take an active role in seeking out candidates that they feel would make excellent officers for the association.
- Interested individuals will be asked to contact IVMA and submit a nomination form by August 1st.
- The _____ Council will gather applicant information and facilitate the application process by providing an overview of expected time commitments to applicants.

Candidate Qualifications

Below are criteria to be considered when an IVMA member is interested in running for IVMA office or board member positions:

- What involvement have you had in organized veterinary medicine at the national, state and local level?
- What leadership positions or experience have you had in organized veterinary medicine?
- What leadership positions or experience have you had in your community?
- What experience do you have in addressing veterinary medical issues?
- Do you have the ability to commit to the necessary travel?
- Do you have the ability to understand and leverage power and politics in organizations?
- Do you have the ability to help build consensus?
- Are you a good communicator and do you work well with people?
- Have you demonstrated the ability to think “strategically”?
- Is there sufficient balance of officers and directors to represent the diversity of the veterinary profession.

Election Process

- Ballots will be sent to members not less than 30 days prior to the Annual Meeting for contested races.
- Ballots will be returned to the Executive Director, either via mail or electronic means, not less than 5 days prior to the Annual Meeting.
- Ballots will be counted under the direction of the _____ Council, who will appoint 3 Council members to count the votes prior to the IVMA Annual Meeting.
- When the election is an uncontested race for an office there will not be a mailed or electronic ballot, but the IVMA President will call for a verbal vote by majority at the Annual Meeting Membership Meeting.
- The candidate who receives a majority of votes cast is elected.

Election Results

- The results will be announced at the Annual Meeting.
- The officers so elected, except Treasurer, will serve from the adjournment of such Annual Meeting until the adjournment of the next Annual Meeting.
- The Treasurer will serve from the adjournment of such Annual Meeting until the adjournment of the annual meeting 2 years later.
- The AVMA Delegate and the AVMA Alternate Delegate will serve from the AVMA House of Delegates Summer Meeting until the adjournment of the AVMA House of Delegates Summer Meeting 4 years later.
- The Chair of the _____ Council or IVMA President will notify all candidates-of the outcome of the election, either in-person or by phone.

Succession

- If the President leaves, or is otherwise removed from office, the President-Elect will immediately become President and will serve for the remainder of the presidential term. If the time served by the President-Elect as President is less than 6 months, the person will continue to serve as President until the end of the second annual session following election as President-Elect. If the time served is 6 months or more, then at the annual session following installation as President-Elect, another President will be elected to serve until the next annual session.
- If the President-Elect succeeds to the Presidency, leaves, or is otherwise removed from office, the Vice President will immediately become President-Elect and will serve for the remainder of the President-elect term.

If the time served by the Vice President as President-Elect is less than 6 months, the person will continue to serve as President-Elect until the end of the second annual session following election as Vice President. If the time served is 6 months or more, then at the annual session following installation as President-Elect, another President-Elect will be elected to serve until the next annual session.

- If the Vice President succeeds to President-Elect, leaves, or is otherwise removed from office, the Board of Directors will immediately elect a qualified Vice President who will serve for the remainder of the Vice Presidential term. If the time served by the Vice-President is less than 6 months, the person will continue to serve as Vice President until the end of the second annual session following election as Vice-President. If the time served is 6 months or more, then at the annual session following election as Vice President, another Vice President will be elected to serve until the next annual session.
- If the Treasurer leaves, or is otherwise removed from office, the Board of Directors will immediately elect a qualified Treasurer who will serve for the remainder of the Treasurer's term. If the time served by the Board elected Treasurer is less than 6 months, the person will continue to serve as Treasurer until the end of the second annual session following Board election as Treasurer. If the time served is 6 months or more, then at the annual session following Board election as Treasurer, another Treasurer will be elected to serve until the next annual session.
- If a vacancy arises in the office of AVMA Delegate, the AVMA Alternate Delegate will succeed to this office for the remainder of the term unless the vacancy is temporary, for example due to illness or disability. If the remaining term is less than 3 years, the Alternate Delegate assuming the office of AVMA Delegate will still be eligible to be elected to serve 2 consecutive 4-year terms of office.
- If a vacancy in the office of the AVMA Alternate Delegate should occur, a new Alternate Delegate will be appointed by the IVMA Board of Directors to serve until an election to fill the remainder of the term can be held at the next IVMA Annual Meeting. If the remaining term is less than 3 years, the member elected to the office of Alternate Delegate will still be eligible to be elected to serve 2 consecutive 4- year terms of office.
- If a vacancy is temporary due to illness or disability, and the elected Delegate and/or Alternate Delegate is able to return to his or her duties and responsibilities, all will go back to their original positions for the remainder of their terms.

Removal

Any officer or AVMA Delegate or Alternate Delegate may be removed from office by a majority vote of the Board of Directors. Sufficient cause for such removal will be violation of the Bylaws or any lawful rule or practice duly adopted by the Association, suspension or revocation of license to practice veterinary medicine, or any other conduct prejudicial to the interests of the Association or the veterinary profession.

Exhibit 2

MEMBER-IVMA BOARD OF DIRECTORS

Regional Representative

Position Description

Purpose/Scope

The purpose of this Position Description is to describe the requirements and responsibilities to become a member of the Indiana Veterinary Medical Association (IVMA) Board of Directors. This Position Description applies to all activities conducted by the IVMA Board of Directors.

Position Qualifications

Each Board member must be a current member of the IVMA and reside in one of the counties of the region they represent.

Appointment

Appointment to this position is by election by a majority vote of the membership of the region they represent.

Term

The term for this position is three years. Partial terms do not count towards the 3 year term limit.

Responsibilities

The duties as a member of the Board of Directors include, but are not limited to:

- Attending all meetings of the Board and in advance of each meeting put forth good effort to read and review the agenda and materials received before such board meeting occurs. In the event a Board member misses 2 consecutive meetings without an excused absence or substitute, the Board of Directors may ask for a replacement for that member from that district.
- Informing the IVMA Executive Director of current contact information, e.g., address, phone, email.
- Maintain a general knowledge and understanding of the IVMA's mission, current strategic plan, programs and services.
- Asking for progress reports and generally holding accountable committees, volunteers, and staff for projects and assignments conveyed to them.
- Requesting additional information or clarification during board meetings or from staff whenever necessary to make informed decisions.
- Discussing emerging issues and trends with the profession and IVMA, exploring ways the IVMA might better serve the membership and public.
- Studying resolutions, amendments, or other matters duly referred to the Board by the IVMA membership.
- Approving minutes of IVMA board meetings.
- Approving any changes to the *IVMA Policies and Procedures Manual* and any amendments to the IVMA Bylaws.
- Using a *District Quarterly Report form*, each regional representative will submit a report of district activities to the IVMA Executive Director at least 2 weeks prior to each Board meeting for inclusion in the meeting agenda packet.
- Approving the financial budget.

- Setting Association dues and Annual Meeting Exhibitor Fees.
- Approving such salary and allowances for the Executive Director as recommended by the Financial and Executive Committees.
- Ratifying the President-Elect's nomination for Chair of the Board of Directors.
- Providing direction to the AVMA Delegate and Alternate Delegate on matters before the AVMA House of Delegates during board meetings.
- Briefing the incoming replacement director from their district about duties, responsibilities and IVMA policies.
- Assisting in the cultivation and recruitment of IVMA members in their district.
- Maintaining liaison with their area District Associations by regular reporting of the activities of the Board of Directors and the Association.
- Reviewing the IVMA *Conflict of Interest Policy SOP III A-14*, sign the IVMA *Conflict of Interest form IV B-25* and return it to the Executive Director each year.

Reimbursable Expenses

There are no reimbursable expenses for this position. The IVMA will provide meals and other refreshments while the Board is in session.

Exhibit 3

MEMBER-IVMA BOARD OF DIRECTORS At-Large Representative Position Description

Purpose/Scope

The purpose of this Position Description is to describe the requirements and responsibilities to become a member of the Indiana Veterinary Medical Association (IVMA) Board of Directors. This Position Description applies to all activities conducted by the IVMA Board of Directors.

Position Qualifications

Each Board member must be a current member of the IVMA.

Appointment

Appointment to this position is by election by a majority vote of the membership of the IVMA.

Term

The term for this position is three years. Partial terms do not count towards the 3 year term limit.

Responsibilities

The duties as a member of the Board of Directors include, but are not limited to:

- Attending all meetings of the Board and in advance of each meeting put forth good effort to read and review the agenda and materials received before such board meeting occurs. In the event a Board member misses 2 consecutive meetings without an excused absence or substitute, the Board of Directors may ask for a replacement for that member from that district.
- Informing the IVMA Executive Director of current contact information, e.g., address, phone, email.
- Maintain a general knowledge and understanding of the IVMA's mission, current strategic plan, programs and services.
- Asking for progress reports and generally holding accountable committees, volunteers, and staff for projects and assignments conveyed to them.
- Requesting additional information or clarification during board meetings or from staff whenever necessary to make informed decisions.
- Discussing emerging issues and trends with the profession and IVMA, exploring ways the IVMA might better serve the membership and public.
- Studying resolutions, amendments, or other matters duly referred to the Board by the IVMA membership.
- Approving minutes of IVMA board meetings.
- Approving any changes to the *IVMA Policies and Procedures Manual* and any amendments to the IVMA Bylaws.
- Using a *District Quarterly Report form*, each regional representative will submit a report of district activities to the IVMA Executive Director at least 2 weeks prior to each Board meeting for inclusion in the meeting agenda packet.
- Approving the financial budget.
- Setting Association dues and Annual Meeting Exhibitor Fees.

- Approving such salary and allowances for the Executive Director as recommended by the Financial and Executive Committees.
- Ratifying the President-Elect's nomination for Chair of the Board of Directors.
- Providing direction to the AVMA Delegate and Alternate Delegate on matters before the AVMA House of Delegates during board meetings.
- Briefing the incoming replacement director from their district about duties, responsibilities and IVMA policies.
- Assisting in the cultivation and recruitment of IVMA members in their district.
- Reviewing the IVMA *Conflict of Interest Policy SOP III A-14*, sign the IVMA *Conflict of Interest form IV B-25* and return it to the Executive Director each year.

Reimbursable Expenses

There are no reimbursable expenses for this position. The IVMA will provide meals and other refreshments while the Board is in session.