LPGA Amateur Golf Association – Chapter Board Model Structure and Role Descriptions

Required Position for Chapter Board:

- President
- Membership Director
- Golf and Events Director
- Finance and Records Director
- Marketing Director

Optional Director Positions (May be added at any time)

- Member Services Director (if Member Services Director is added, the Membership Director title changes to Member Recruitment Director)
- Communications Director
- Additional Board positions can be added if it is in the best interest of the Chapter with a majority vote from the Chapter Board

Options to Consider:

- Add or subtract the optional board positions at any time. Achieved by a simple majority vote of the Board and should be captured in the Board Meeting Minutes. Any positions added during the year are filled by Board appointment thus eliminating the need for a special election.
- Align Board Member responsibilities in the way that works best for Chapter and shift those responsibilities at any time.
- Recruit volunteers and create committees/teams under each Director to help accomplish the responsibilities and tasks assigned to the Directors.

Suggested Responsibilities by Board Position

The division of tasks outlined under each Director in the Board model is a guideline that should work for most Chapters. If the Chapter feels strongly that a certain task fits better under a different Director, move the task so it fits best with your Board. Chapter Directors are encouraged to recruit volunteers to form a team and delegate tasks as they see fit.

Chapter President *(Required Position)*

- Leader of the Chapter – internally and externally
- Directs Board members and creates a positive and productive Board environment
- Accountable for all Directors fulfillment of roles and responsibilities
- Works with the Chapter Board to identify goals for the Chapter
- Oversees general Chapter operations
- Facilitates Chapter Board meetings
- Acts as representative and spokesperson of the Board and members – internally and externally
- Ensures that Chapter offers the best membership experience in line with LPGA Amateur Golf Association standards and expectations
- Ensures that Chapter meets all LPGA Amateur Golf Association requirements and Minimum Standards
- Understands and supports the 'big picture' and the strategic direction of the organization locally and nationally
- Oversees Chapter leadership development and Chapter leader succession planning
- Oversees the Chapter election process via the Nominating Committee

- Primary Liaison for:
  - Volunteer Chapter Development Specialists
  - LPGA Amateur Golf Association Staff
- Attends leadership calls (live or recorded) and reads the Weekly Memo and other communications from headquarters
- Disseminates information from Leadership calls and/or Weekly Memo to members on a regularly basis
- Promotes / attends LPGA Amateur Golf Association events

Chapter President Roles and Responsibilities Summary:

The Chapter President must take the initiative to continually move the Chapter forward in the direction outlined by the Association. The President is familiar with and understands the strategic direction of the organization, and the Chapter and is responsible for communicating that vision to the members. The Chapter President is responsible for guiding the Chapter Board and all volunteers in delivering a complete LPGA Amateur Golf Association experience in their local area. The President leads the Board of Directors in identifying high priority goals and ensures that each Board member fulfills their responsibilities. The President oversee the general Chapter operations.

The President is aware of succession needs throughout the tenure and ensures that future leaders are identified and fully understand their future role in the Chapter. While the President does not directly oversee the Chapter elections, they must ensure that the Nominating Committee is on track with the Chapter elections by strictly following the bylaws and that the elections are completed on time. The President is the Chapter's main contact person for the Chapter Development Specialist and other Association Staff members. They keep up-to-date on the Chapter's needs, as well as local and national Partners/Sponsors. While the President is not obliged to attend all events, they should attempt to actively participate on a regular basis.

Suggested Characteristics of a Successful President:

- Good Communicator – positive, responsive and good listener
- Leadership qualities – collaborative, team builders, consensus builder
- Objective and impartial
- Open to new ideas
- Comfortable with Presidential role and associated visibility
- Delegator - good volunteer recruiter and ability to delegate responsibilities accordingly
- Diplomat – ability to handle conflict directly and with diplomacy
- Integrity
- Patient
- Problem solver
- Optimistic
- Passion for the organization

Membership Director *(Required Position)*

Renamed Member Recruitment Director if Member Services Director role is filled.

Manage and oversee promotion and hosting of member recruitment events and activities:

- Member Welcome Program and Onboarding Process

- Member Orientations
- Member participation
- Volunteer recruiting
- Volunteer recognition
- Golf Mentoring Program
- Community Collaboration and Relations

Membership Director Roles and Responsibilities Summary:

The Membership Director oversees the acquisition of new members by organizing and planning membership drives and like events throughout the year. Membership recruitment activities should be built into the Golf and Social calendar and should include Kickoff or Tee Off events.

The Membership team should involve themselves in local community activities and outreach to promote the organization and recruit new members of all demographics. Examples of such outreach could include staging a table or booth at a professional sporting event, local golf / trade shows, women's conference or participating in a Golf Galaxy women's night. Additionally, networking and collaboration with local organizations such as the Chamber of Commerce, E-women Network, Sales & Marketing Executives International, and local Young Professionals Associations have proved successfully in the past.

If the Member Services Director's optional Board position is not filled, the Membership Director should also include membership retention as a goal for herself and committee members.

The Member Services position is retention focused – meaning that when someone becomes a member (new or returning member) of the Chapter and organization, the Member Service's team greets the new member with a warm welcome to begin the journey of getting the member involved and participating at the Chapter level. This team is also responsible for the onboarding process to engage all members in participating with the Chapter. The onboarding process encompasses the initial warm welcome for new members, member orientations, volunteer enrollment and finding a golf mentor if the member is new to golf (or wants a refresher in course management, etiquette and rules). This involves finding out who would like a mentor and those willing to mentor. This team would work with the Golf and Events team to develop and implement a Chapter mentoring program.

Participation is key to retaining members. The team tracks participation to learn which members have been absent or are less engaged. For the members who are less engaged, the team provide extra attention (i.e. personal invitation to events, personal reach outs).

The Member Services team is actively involved in engaging all members throughout the year, enrolling them in volunteer opportunities, and recognizing volunteers. Volunteering has a dramatic effect on retaining and engaging members. Having opportunities for members to help, even with simple or short-term tasks, can reap tremendous rewards in retaining them as members. The team can utilize resources such as the volunteer interest form to match skills and interests to the volunteer needs of the Chapter. Examples can be found in the Community Library. The team should also look for opportunities to thank and recognize volunteers (i.e. awards, reward point systems, a campaign for Volunteer Appreciation Month/Week).

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Member Services Director *(Optional Position)*

If position is filled, the following are the Member Services Director's Responsibilities:

- Member Welcome Program and Onboarding Process
- Member Orientations
- Member participation
- Volunteer recruiting
- Volunteer recognition
- Golf Mentoring Program

The Member Services Director's mission is to get members involved, engaged, and having fun with the Chapter, to retain the Chapter's membership base.

The position is retention focused – meaning that when someone becomes a member (new or returning member) of the Chapter and organization, they greet the new member with a warm welcome to begin the journey of getting the member involved and participating at the Chapter level. This team is also responsible for the onboarding process to engage all members in participating with the Chapter. The onboarding process encompasses the initial warm welcome for new members, member orientations, volunteer enrollment and finding a golf mentor if the member is new to golf (or wants a refresher in course management, etiquette and rules). This involves finding out who would like a mentor and those willing to mentor. Then work with the Golf and Events Team to develop and implement a Chapter mentoring program.

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Summary of split roles if both of the Membership Services Director and Member Recruitment Director Board positions are filled:

Member Recruitment Director
(Membership Director - required position)

- Member Recruitment Activities
- Member Recruitment Events
- Community Collaboration and Relations

Member Services Director
(Optional position)

- Member Welcome Program and Onboarding Process
- Member Orientations
- Member participation
- Volunteer recruiting
- Volunteer recognition
- Golf Mentoring Program

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Golf and Events Director (Required Position)

Manage and oversee those who contribute to the organization, promotion & hosting of:

- Golf Activities: golf-related events, leagues, golf education
- Non-Golf Activities: Social and networking groups and other events
- Special Events
- Charity Events
- Inter-Chapter Events (ex. Lone Star Cup, Dixie Cup)
- Chapter Championship
- Champions Cup
- Handicap System
- Rules, Etiquette & Handicap Education
- Chapter Events Calendar
- Golf Mentoring Program

The Golf and Events team creates and implements the Chapter's golf and event programming for the year. Developing a well-rounded calendar of golf, social and networking events keeps current members engaged and has the potential to interest a variety of new members. The Golf and Events Director should consider Chapter demographics when developing the Golf and events schedule. Such consideration should include the timing, playing levels and variety of events.

Pro tip: Identify a group of members that represent a cross section of the Chapter and ask for input on events throughout the year. The diverse perspective of this group could generate some great ideas!

Overseeing the handicap system along with Golf education programs, rules, etiquette and handicap education, is also a responsibility of the Golf and Events team. The Team also promotes and organizes events such as the Chapter Championship, Charity Events, and Inter-Chapter Events (Ex. Lone Star Cup and the Dixie Cup). Golf and Events should also work with the Membership team to organize a golf mentor program at the Chapter level.

Finance and Records Director (Required Position)

The Finance and Records Director position manages the following:

- Filing of required Chapter Minimum Standards with LPGA HQ
- Compliance with Chapter and Association Policies
- Financial Oversight
  - Maintains Chapter Bank Account(s) and investment accounts
  - Develop / Monitor Budget
  - Year End Financials
  - Tax Returns
- Business Requirements
  - Tax Exempt Status
  - Incorporation Status
  - Insurance
- Chapter Master Calendar
- Meeting Minutes

The Finance and Records Director oversees the development and monitoring of the Chapter budget. If the Treasurer role is assigned to another person on the team, the Director should oversee the accounting processes to ensure the Chapter is following the appropriate financial management policies and complying with financial controls. The Finance Director is responsible for monitoring the financial health of the Chapter and presenting monthly financial reports to the Chapter Board. The Director is responsible for organizing an Audit Committee of 3-5 members to review Chapter finances annually.

The Finance and Records Director is responsible for taking Board meeting minutes. *Note - taking Board minutes can be delegated to a scribe who is not a member of the board and who would not participate in discussions or decisions. The scribe attends Board meetings solely for taking minutes and must agree to strict confidentiality.*

The Finance and Records Director ensures that all required Chapter Minimum Standards are submitted to LPGA Headquarters. They also ensure that other key business items are submitted and remain current, such as the Annual Tax Filing with the IRS, incorporation status with the State, insurance policies and tax-exempt status. The maintaining of other pertinent Chapter records is also under this team's purview.

Marketing Director (Required Position)

The Marketing Director position manages and delegates the following:

- Compliance with the organization's Brand Guidelines
- Media Relations
  - Press Releases
  - Community Calendars
  - TV, Radio, Print Interviews
  - Help promote events to the community
- Chapter Communications
  - Chapter Website
  - Social Networking (Facebook, etc.)
  - Newsletters / E-Blasts
  - Help promote events to members
- Chapter Partners / Business Sponsors
- Website Administration

Marketing's focus is on communications and building local business and community relationships. The Marketing Director should foster strong relationships with the local media - TV, Radio, and Print. The responsibility of working with the local media and community to create awareness lies with the Marketing team. Additionally, the Marketing team should work with local businesses to create Chapter sponsor opportunities and, as such, is ultimately responsible for the execution and fulfillment of those sponsorship agreements.

Communications Director *(Optional Position)*

If the Communications Director is not a filled Board position, the Marketing Director and team is responsible for the following:

- Familiarization and oversight of the LPGA Brand Guidelines to ensure that the Chapter is in full compliance.

- Oversight of all Chapter communications including the Chapter website, social networks, newsletters, e-blasts.
- Promotion of the Chapter and its events.
- Maintenance of the Chapter Website and social media to ensure the content is accurate and continually updated.

Summary of roles if both Marketing Director and Communications Director Board positions are filled:

Marketing Director
(required position)

- Chapter Partner / Sponsors
- Media Relations
  - Press Releases
  - Community Calendar
  - TV / Radio / Print Interviews
  - Special Events

Communications Director
(optional position)

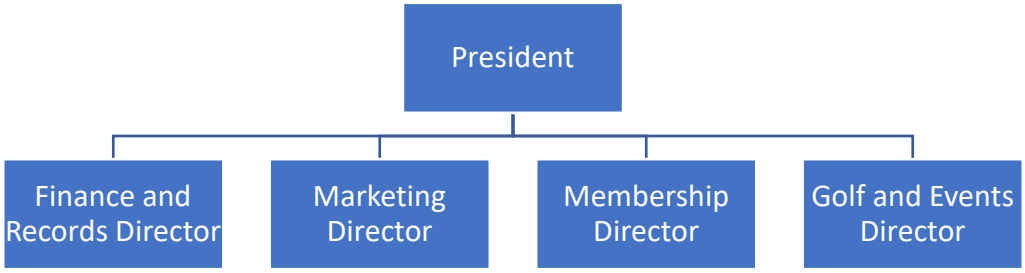
- Compliance with the organization's Brand Guidelines
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  - Chapter Website
  - Social Networks (Facebook)
  - Newsletters / Blasts / Evite
  - Help promote the Chapter and events
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Personal Characteristics of Board Members:

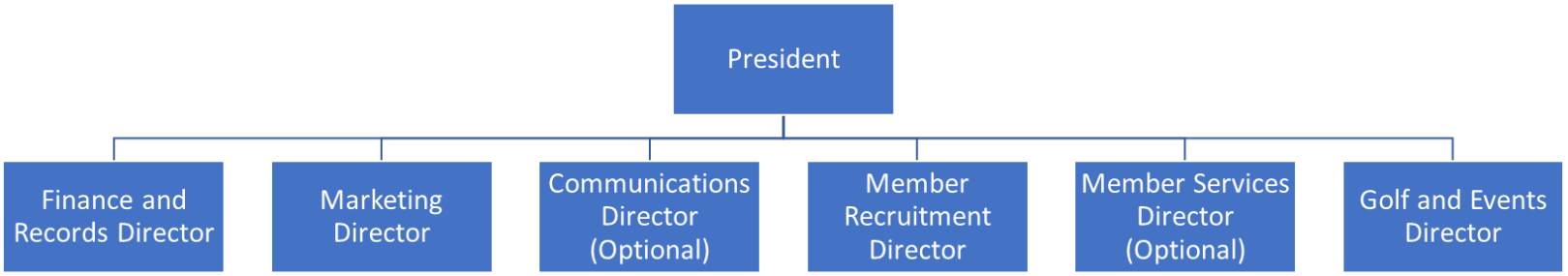
- Ability to listen, analyze, think creatively
- Work one-on-one with people and in a group setting
- Ability to engage others, inspire them to action, and build community
- Trustworthy and optimistic
- Good Communicator – positive in their communications, responsive, and a good listener
- Ability to be objective and impartial to see different perspectives
- Open to new ideas
- Patient
- Passion for the organization

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Minimum Board
(*required positions only*)



Board with Optional Positions
(*with all optional positions)*



*Please note: The Chapter Board may add additional positions to the Board if deemed in the best interest of the Chapter by majority vote of the Board.