

# BACK COUNTRY HORSEMEN OF IDAHO

## DIRECTOR'S LEADERSHIP TRAINING

March 12, 2016



Join your fellow BCHI members who hold the same position as you. Share your knowledge with the newly elected, or learn from those who have gained prior experience.

Learn what YOUR role as a State Director is to the State Board on which you serve, as well as the chapter that you represent.

Always be objective and open to all views. Remember:

TOGETHER  
EVERYONE  
ACHIEVES  
MORE

*(This format was taken from the BCH of Washington Leadership Training)*

## **Articles of Incorporation**

-Established when the organization files for incorporation with the appropriate state agency.

-This governing document specifies the legal description of an organization, including, for example, its name, the purpose or mission of the organization, place of business, primary officers, etc.

-A Board of Directors gets its authority from the articles.

## **Bylaws**

-Bylaws represent how the Board of Directors chooses to organize itself, carry out its operations and organize management of the corporation.

# **ARTICLES OF INCORPORATION BACKCOUNTRY HORSEMEN OF IDAHO**

The primary objectives of the corporation are;

- (1) To perpetuate the aesthetic use of wilderness and other government lands for hiking, backpacking and horse-packing.
- (2) To perpetuate the educational, social and athletic use of horse-packing in the wilderness and back country areas, commensurate with our American heritage and the back country resources.
- (3) To assist governmental agencies, as our Board of Directors may from time to time designate, in the maintenance and management of back country resources.
- (4) To assist in the preservation of back country ecology.
- (5) To do all and everything necessary, suitable, and proper for the accomplishment of any of the purposes set forth herein, and to associate with individuals, businesses or organizations interested in supporting the purposes of this corporation, and to contract with Federal and State agencies for the purposes set forth herein.

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**HERITAGE - UNITY - SERVICE - EDUCATION**

**BY-LAWS OF THE  
BACK COUNTRY HORSEMEN OF IDAHO**

**PREAMBLE**

Back Country Horsemen was formed in January of 1973 with a three-fold PURPOSE, service to the back country, the education of horsemen, and representation in land use planning and management. These basic precepts have been the reason for our growth, strength, and effectiveness and this growth has forced the formation of a State Organization. The State Organization is charged with the responsibility of furthering affiliated chapters, horsemen, and the resource we love so well.

**ARTICLE I**

Section 1.

The name of this organization shall be Back Country Horsemen of Idaho, hereinafter referred to as BCHI, and shall be incorporated under the laws of the State of Idaho as a non-profit, educational corporation. The executive body of BCHI shall be named the State Board of Directors, hereinafter referred to as SBD. The permanent address of the BCHI shall be PO Box 513, Salmon, Idaho 83467.

**ARTICLE II**

**Objectives and Purpose**

To perpetuate the common sense use and enjoyment of horses in America's back country and wilderness,

To work to insure that public lands remain open to recreational stock use,

To assist the various government and private agencies in their maintenance and management of said resource,

To educate, encourage, and solicit active participation in the wise and sustaining use of the back country resource by horsemen and the general public commensurate with our heritage,

To foster and encourage the formation of new Backcountry Horsemen organizations.

## **ARTICLE VI**

### **State Board Membership**

#### **Section 1.**

The SBD of BCHI shall consist of two (2) Directors from each member chapter, the immediate past SBD Chairman (when not an elected State Director), and the National Directors. Each member chapter shall also have one (1) Alternate Director to serve in the absence of their regular Director.

#### **Section 2.**

In the event that a regular Director's absence becomes permanent, the Alternate Director shall advance to the permanent position to serve the balance of the replaced Director's term. The affected chapter shall then elect a new Alternate Director.

#### **Section 3.**

Members of the SBD of BCHI shall be elected by each chapter at their annual elections to serve staggered two (2) year terms- the Alternate and the immediate past SBD Chairman to serve one (1) year. A duly elected member of the Board of Directors shall assume office at the first Board of Directors meeting at the beginning of the new calendar year, and shall serve until replaced.

# Hay to chew on.....

**People don't want to be managed. They want to be led.**

**Whoever heard of a world manager?**

**World leader, yes.**

**Education leader,**

**Political leader,**

**Religious leader,**

**Scout leader,**

**Community leader,**

**Business leader.**

**They lead.**

**They don't manage.**

**The carrot always wins over the stick.**

**Ask your horse. You can lead your horse to water,  
but you can't manage him to drink.**

**If you want to manage somebody, manage yourself.**

**Do that well and you'll be ready to stop managing  
and start leading.**



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## ARTICLE VII

### Officers and Operation of State Board of Directors

**Section 1.** The officers of the SBD shall consist of Chairman, Vice-Chairman, Secretary and Treasurer, and such other Officers as the assembled SBD shall create from time to time. The Chairman and Vice-Chairman shall be elected by and from the SBD for a term of one (1) year. The Secretary and/or Treasurer may be an appointed Officer by the SBD for a term of one (1) year. The member Chapter, to which the Chairman belongs, shall advance their Alternate Director to regular Director and shall choose a new Alternate. Officers shall be elected and assume office at the first Board of Director's meeting at the beginning of the new calendar year, and shall serve until replaced.

#### **Section 2.** (partial)

Duties of the **Chairman** of the SBD shall be to chair meetings of the SBD when present. The **Chairman** shall also chair all business at all voting delegates meetings and shall assist the President of the host chapter when asked to do so. The **Chairman** shall perform the other duties normal to the office and shall be responsible to the SBD. The **Chairman** shall be charged with the responsibility of performing the duties for the benefit of all member chapters.

#### **The Chairman - Running a Business Meeting.**

1. Keep the meeting on track.
2. Look and act like a leader. Be democratic and modest.
3. A BOD meeting is not the place to "blow your own horn".
4. Speak with authority and be sure to know the facts.
5. Be fair when making decisions.
6. Keep the meeting orderly. Do not lose control.
7. Make sure every member understands the situation before voting on it.

#### **The Chairman - Authority**

- The Chairman is the sole voice for BCHI.
- However, the Chairman answers to and speaks for the Board of Directors, not as an independent.

# ARTICLE VII

## Officers and Operation of State Board of Directors

### Section 2. (partial)

The **Vice-Chairman** shall assist the Chairman and shall assume these duties when the Chairman is absent. The **Vice-Chairman** shall ascend to the chairmanship if the SBD decrees that the Chairman's absence is permanent and the State Board will elect a new Vice-Chairman.

### Vice-Chairman Duties

-Collects the Year End Chapter Summary Report (events and accomplishments of each Chapter) and produces the BCHI Year End Report to be forwarded to BCHA.

-Collects each Chapter's 2011 Service Volunteer Hours Report and produces a State summary for BCHA.

-Serves as the Ways & Means Committee Chair. Is responsible for coordinating any State money making efforts, such as; BCHI calendars.



# **ARTICLE VII**

## **Officers and Operation of State Board of Directors**

### **Section 2. (partial)**

The duties of the **State Directors** shall be to represent their individual chapters and be responsible to them. They shall serve as a liaison between their chapters and the SBD and shall inform both on actions taken or requested.

## **Directors**

- ~ Represent their Chapters**
- ~ Provide liaison between Chapter & local land management**
- ~ Advise BCHI Chairman**
- ~ Contribute items of interest for Broomtales**
- ~ Promote education events**
- ~ Ensure chapter is tracking volunteer hours**
- ~ Ensure chapter compiles a year-end report**
- ~ Ensure any monies due to BCHI are paid**

Directors represent their Chapters on the BCHI Board of Directors, which meets 3 times a year. They discuss issues for upcoming meetings with their chapter for guidance.

Directors provide the liaison between their Chapters and the local land management agencies. They should attempt to keep their local Chapter membership aware of all proposed agency planning or actions that could affect land use.

Directors must keep the BCHI Chairman and Public Lands Chair aware of all land management issues that could affect recreational horse use.

Directors are responsible to coordinate with their chapter members to have articles, photos, etc. ready to be sent to the Broomtales Editor prior to each issue.

Directors must emphasize to their chapter why education is important. Public events, education or other, must be input to BCHI for insurance coverage in a timely manner.

Directors are responsible for the upward reporting of volunteer hours.

Directors are responsible for the chapter submitting an Annual Report.

Directors must ensure that annual dues are paid on time & commitments for state fund raisers are honored & those monies are turned in on time.

# **Basic Responsibilities**

## **Back Country Horsemen of Idaho Board Members**

### **A Sense of Pride**

During the period 1995-2017, the 16,000 members of Back Country Horsemen of America contributed;

- in excess of 5,419,862 man hours (in addition to stock use)
- valued at **\$151,910,976**

### **Project Work**

- Trail repair and maintenance projects in and outside of wilderness for all users
- Building bridges and causeways
- Restoring wilderness sites to a more natural condition
- Providing access for the handicapped
- Education of Leave No Trace principles and minimum impact stock use
- Providing wildlife agencies with access to remote lakes and streams for fish stocking
- Backcountry search and rescue

### **How BCH is Perceived**

Back Country Horsemen of America has been recognized as the "Outstanding Organization Partner" by the US Forest Service because we have been one of the most consistent and productive partners the Forest Service has for backcountry and wilderness stewardship. We have been commended for "working with the Forest Service in the true spirit of partnership; for providing high quality stewardship of our backcountry and wilderness areas".

### **Board of Directors Meetings**

Must meet in formal session as a whole body

To make decisions

To exercise authority

### **Individual Board members**

Do PRE Board work; not SUB Board work

Have no right to make decisions for BCHI

Support Board decisions

Personal behavior must meet a higher standard

### **The Organization's Mission and Purposes**

Mission should serve as a guide to who the organization serves and for what purpose.

## **Committees on the Board of Directors**

Committee Chairs will be filled by members from the SBD. This ensures that the Committee Chair is speaking with the knowledge and permission of the Board.

Ways and Means Chair

Public Lands Liaison Chair

Education Chair

Broomtales Editor

Foundation President

Recruitment Coordinator

Website Coordinator

Insurance Coordinator

Calendar Coordinator

## **The Organization's Mission and Purposes**

Mission should serve as a guide to who the organization serves and for what purpose

### **You Are the Trustees**

Both moral and fiduciary for those...

- 1,000 members who contribute their time, energy, pack & saddle stock.
- who want to preserve and protect the back country while continuing to be able to enjoy its' pleasures.

### **Support the State Chairman and Assess His/Her Performance**

- Show up
- Board sets clear policy for Chairman, let them know if they stray
- Approve the budget
- Board sets long-term goals and decides strategy
- Board monitors progress

### **Ensure Adequate Resources**

- Many organizations confuse the Chairman's role with Board responsibility on this score
- The board sets fund-raising targets and goals
- Effective fund-raising is one measure of the board's capabilities, commitment and influence

### **Fundraising is Vital**

- Non-profit organizations live by donations from supporters or members
- The Board is ultimately responsible for the life and well being of the organization, including income.
- The Board may ask staff for assistance with specific tasks, but not pass off to them all responsibilities for the financial health of the organization.

### **Manage Resources Effectively**

- Protect the accumulated assets and manage current income properly  
Usually this takes the form of the board helping to develop and approve the annual budget.
- This is probably one of the board's most significant policy decisions because it sets in motion a host of programmatic, personnel and other priorities.
- This responsibility should not be delegated to the board's Chairman or Treasurer. -  
The board should make sure that an annual audit is done.

### **What does Fiduciary Trustee Mean?**

- Budgeting the cash inflows and outflows is one of the major roles of a Board member.
- Knowing what the best sources are for meeting additional cash needs; and being prepared to meet these needs when they occur, by keeping good relationships with donors or keeping the members at large engaged in selected fundraisers.

### **Determine, Monitor and Strengthen the Organization's Programs and Services**

- Are the existing programs and services consistent with the stated mission and purposes?
- Given limited resources and unlimited demands on them, the board must decide among the competing priorities
- Financial and program decisions must not be made independently
- The board should have a good sense of its constituency and what they need -  
The board needs to strike a balance between ensuring quality, cost-effective programs and the staff's responsibility to creatively initiate and conduct them

### **Enhance the Organization's Public Standing**

- The Board is a link between the staff, volunteers and constituents
- The Board is the organization's ambassadors, advocates and community representatives
- Getting the word out about what BCHI does is VERY important. Take the lead with your chapter to show support for Broomtales. Without it, we have no voice...

### **Ensure Legal and Ethical Integrity and Maintain Accountability**

- The Board need to establish policies to guide the organization's board members and staff
- The Board is responsible for adhering to Bylaws and Articles of Incorporation
- Although the Board develops policies, many of the individual activities required to maintain accountability, fall to the staff.

## **What Does Moral Trustee Mean?**

-Duty to act reasonably, prudently, responsibly to preserve and protect the organization

This includes insuring the organization is financially and legally on solid ground. - Maintain a high standard of personal conduct.

## **Personal Conduct**

-Have you ever been to a meeting and seen someone who

Has an obsession with a single issue?

Keeps expounding on strongly held opinions rarely backed up by fact or research?

-You need to place common good above personal interests

Don't bring personal agendas to the meetings

Speak with one voice once the Board has made a decision

## **Philosophy**

The original intent of BCH was to be a different type of organization, not a special interest one.

-Our single focus as an organization has always been related to access.

-Doing service (work in the backcountry) lends credibility to the group when involved with government land oversight agencies.

-Some complaints about saddle and pack stock in the backcountry are justified; hence, our educational efforts.

-BCHI Foundation is a 501c3 (the Foundation can accept donations for education purposes, newsletter, service work on trails or training on trail work).

## **Recruit New Board Leadership**

-Directors need to be prepared to step up to officer positions

-If you truly do not have that desire, then **you have the responsibility**;

-To take Committee Chair positions or other leadership roles on the SBD,

-To promote new Directors from your Chapter to serve with you and to share your experience from being a Director; thereby acting as their mentor.

## **Orient New Board Members and Assess Board Performance**

Comprehensive orientation is two more or less equal parts

--Orientation to the board and board membership. Corporate responsibilities, bylaw provisions, committee structure, meeting practices and what is expected of all board members.

--Orientation to the organization. Its mission, programs and services, goals and aspirations, fund-raising strategies, staff structure, etc. --MT power point presentation.

**ARTICLE VII**  
**Officers and Operation of State Board of Directors**  
*from the By-Laws*

**Section 3.**

Fifty percent attendance of all duly accredited Directors shall constitute a quorum for conducting business. A simple majority of Directors in attendance can conduct business.

**Section 4.**

Each Director of the SBD shall have one (1) vote, with the exception that the Chairman of the Board will vote only in cases of a tie. The Secretary and/or Treasurer will not have a vote except when he/she is an elected State Director. Each National Director shall have one (1) vote if that person does not also hold the position of State Director.

**Section 5.**

The Alternate Directors and the immediate past SBD Chairman shall voice, but will have no vote unless replacing a regular Director.

**Section 6.**

A simple majority vote of Directors present is necessary to conduct business except when removal of an Officer or a member chapter is the issue.

**Section 7.**

The State Board of Directors may take action by mail, provided that each Director is notified by mail at their last known address.

**Section 8.**

The SBD shall meet at least twice a year, but may meet as often as they deem necessary to properly conduct the business of the State Board. Written notice of these meetings shall be sent to the State Directors at least thirty (30) days prior to the meeting date, except in case of emergency. The notices shall contain the known business agenda so that the State Directors can confer with their member chapter.

**Section 9.**

The time and place of SBD meetings shall be held at the convenience of the State Directors.

**Section 10.**

All meetings of the SBD shall be open to any member, in good standing, of an affiliated BCHI Chapter. Only duly constituted Officers and Directors of the SBD shall have the right to voice and vote. Alternate Directors have the right of voice. Others present shall have the right of voice, only at the invitation of the State Chairman.

**Section 11.**

No elected Officer shall serve more than two (2) consecutive terms in the same position.

## PARLIAMENTARY PROCEDURES AT A GLANCE

### Fundamental Principles

--Only one subject at a time.

Speed and efficiency result when subjects are discussed separately. --

Equal rights for each member.

All members have equal rights to speak, make motions , vote, etc. --

Full and free debate.

Debate is designed to encourage all favorable and unfavorable information about a motion. --

Majority and minority rights.

By a majority vote, a group may decide what it wishes to do. --

Teamwork.

Each individual should present ideas and views for the good of the organization.

Parliamentary Procedure is used to help make sure that everyone has a right to hear and be heard by everyone. It works only if everyone follows the guidelines. To do this you must have a little bit of knowledge about parliamentary procedure. The fundamental principles are listed above. The following are a few "common sense" items of parliamentary procedure.

**A.** One person speaks at a time.

**B.** If you wish to speak, wait for the Chair to acknowledge you. **C.**

Anyone may make a motion.

**D.** Someone else must second that motion. **E.**

Respect the rights of others.

### I Move...

Main Motion: Subject you are discussing.

Amendment: Change or modify the motion.

Refer to a committee: When subject needs individual leadership.

Previous Question: Voting on stopping debate. Formal call for a vote. Requires 2/3 vote.

Divide the Question: When Main Motion consists of two parts, you split them up and debate as two separate motions.

Table the Motion: When further information is needed on motion. May be brought up only after next item or in next meeting.

Adjourn: Stops the meeting.

### I Rise...

Question of personal privilege: Personal need for comfort.

Appeal to the decision of the chair: When you feel the chair made the wrong decision.

Division of House: Obtain a more accurate vote.

Point of Order: Someone notices a parliamentary error.

Point of Clarification: When extra information is needed from maker of motion about motion.

Object to Consideration: When motion is out of order, or violating rights.

Parliamentary Inquiry: When there are questions about parliamentary rules.

### Use of Gavel...

\*One tap is the signal for members to be seated.

\*One tap should be given following the announcement of the vote, or following the announcement that the meeting is adjourned.

\*\*Two taps call the meeting to order.

\*\*\*Three taps of the gavel signal that all members should rise.

\*The gavel is used by the Chairperson to keep order, one tap or a series of taps.

**Following these procedures can help a quick and efficient meeting become a reality.**



## **BOARD MEMBERS ATTEND MEETINGS And Actively Serve as Committee Chairs**

### **How important is meeting attendance?**

-Do you know that regular attendance at board meetings can save you from serious legal problems?

-When you're absent from a meeting, you can still be liable for actions taken by the board at the meeting. It's better to attend and get on the record rather than simply avoid the issue.

-Ever more important, the work of the Back Country Horsemen of Idaho is too vital to be left to less than the full board!

**Conducting short, efficient meetings is vital to board success.  
As a board member, there are many things you can do to help shorten  
meetings and keep the group "on target" and enthusiastic.**

### **The first rule of meetings is preparation**

Nothing slows down a board meeting more than participants who are unprepared. Time is wasted when every issue has to be explained as it arises. That's why you should always do the following three things before the board or committee convenes:

**1.** Thoroughly read mail from the staff. The staff will provide email and other reports that contain updates on goals and organizational accomplishments. In addition, you will receive financial reports highlighting assessments and any unusual expenditures. At the board meeting, you will receive an agenda packet including:

- x Agenda summary highlighting important information to be covered
- x Structured agenda, indicating items for discussion or action
- x Reference materials

**2.** If you have any questions at all, contact the staff. The staff will be glad to address your questions or concerns - and follow-up with any additional information you need.

**3.** Review the previous meeting's minutes. Why? Because the minutes are the official and legal record of what happens at your meetings. If you should find an error, make sure it's corrected before voting to approve the minutes.

### **As a Board member, I...**

- x Attend all meetings and arrive on time
- x Prepare for meetings by reading the agenda and support materials
- x Take part in all discussion
- x Keep my discussion focused on the issue at hand x
- Understand the basics of parliamentary procedure
- x Am flexible and practice the art of compromise x
- Listen to the comments of other Board members
- x Work toward consensus on all issues
- x Focus on the mission of the organization rather than the needs of a special interest group.

## **WHAT DOES BCHA DO FOR YOU?**

**(Can you answer this question if asked...)**

-**National Newsletter** published quarterly. The newsletter contains information regarding the activities of the National Board of Directors and the committee chairs (Education, Public Liaison, Wilderness, Media Communications) along with news from the twenty-seven states represented in BCHA. This Newsletter is sent to public land managers, legislators, and other organizations in addition to members.

-**Wilderness Planning & Review Committee** is in place to advise the state organization in their dealings with public land managers to keep the back country open to stock use. There have been, and currently are, several instances where plans have come out to block the stock users for one reason or another from the back country.

-**Education Chair/Committee** works to compile information with regard to gentle use on the land/leave no trace/minimum impact and other information that will assist the states in their quest to keep the back country available for stock use through education. Several of the states have extensive programs in place now and are willing to share with states who do not have the wherewithal for one reason or another to put their own in place.

-**National presence on the "Hill"**. Representatives from the Public Liaison Committee make several trips to Washington, D.C. annually to maintain our visibility with our legislators. (Local contacts with the legislators is extremely important.)

-**Website**. [www.BCHA.org](http://www.BCHA.org) a central depository of information.

-**Guidebook, publications & traveling display** available to be sent to any state.

-**Camaraderie** with other stock users.

-**Strength in numbers** (16,000 members)

-**Sharing information** with other back country users which also includes many new ideas for your use in dealing with public lands manager, fundraising, rides, education, insurance, liability, recruitment, and work party recommendations.

-**Sponsors** with a trickle down effect.

(Special arrangements for states/chapters, ie; trailer discounts, Camp Chef products discounted, or monies put into BCHA treasury using website vendor links that offer a BCHA commission)