

A photograph of two women riding horses along a beach at sunset. The women are smiling and looking towards the camera. The horses are dark-colored with white markings on their legs. The background shows the ocean waves and a bright, hazy sky with lens flare effects. A semi-transparent white banner is overlaid across the middle of the image, containing the title text.

Board of Directors Orientation

2017-18 Priorities



MONTEREY
Grab life by the moments:

MCCVB Mission

***Drive business growth
through compelling
marketing and targeted
sales initiatives that
maximize the benefits of
tourism to our guests,
members and community.***

CVB'S Strategic Priorities

- Expand & Amplify the consistent and dynamic marketing message
- Invest in market opportunities
- Grow consumer and group market share
- Strengthen relationships with the community through inclusion, open communication, collaboration and accountability
- Maintain & Evolve the high performance culture that attracts and maintains strong leadership

MCCVB CORE VALUES

Accountability

We will be responsible for our results, actions and words

Integrity

We will at all times be trustworthy, honest and do what we say we're going to do

Leadership

We will define our vision and advocate for it allowing our guests and members to benefit from our destination marketing and sales efforts

Passionate

We will create success using passion about our profession and achieving results

Strategic

Our plans will be an efficient and clearly defined road map to achieve the targeted goals of the organization

Visionary

We will develop, share and inspire others to realize our ideal future

Four Drivers of Board Success

1. Commitment to tackle the big challenges
2. Capacity to address them successfully
3. Effective interdependence with President & CEO
4. Effective relationships with—and impact on—members, jurisdictions, and other stakeholders

Commitment to tackle the big challenges

Board Authority & Responsibility

- Act as trustee for stakeholders & community
- Establish objectives and broad policies
- Adopt Budget
- Make decisions not delegated
- Elect officers and monitor performance
- Hire, direct, & monitor President & CEO
- Oversee committees

The Board is Sovereign

- Has the ultimate authority
- Members have delegated all powers (thru Articles and Bylaws)
- CEO's powers are subsumed within Board's powers, but can't be overridden

Legal and Ethical Standards

- **Obedience** - to laws, policies
- **Loyalty** - to CVB interests and the
communities we serve
- **Care** - due diligence

“Fiduciary”

- n. Latin--"trust"
- A business or person acting for another; has more knowledge and expertise about the matters being handled; has the confidence and trust of that person
- Held to a higher standard of conduct
- The beneficiary's best interests must be primary; avoid conflicts of interest

Job Description

- Attend all Board meetings and activities, incl. events and planning summits
- Be knowledgeable about the CVB
- Prepare for and contribute to Board meetings
- Openly consider others' points of view. Make constructive suggestions to help the Board make decisions that support the mission
- Serve on a committee when appropriate
- Represent the CVB to individuals, the public, and other organizations
- Be an advocate at funding and jurisdiction meetings
- Assume leadership roles
- Keep President + CEO informed of any concerns from the community

Responsible Board Members

- Respond to meeting notices
- Attend meetings prepared and participate
- Deal with the facts
- Know the organization's financial position
- Avoid conflicts of interest
- Subordinate personal interests
- Support the Board's decisions
- Evaluate and make recommendations

Capacity to address the big
challenges successfully

Interacting with Each Other

Shared Norms

- The values that guide our behaviors
- E.g., judge ideas, not the person
- If not explicit: individual assumptions and habits
- What norms do you desire?

Open Governance

- TOT and TID -- the public's monies
- Open Meetings -- transparency and participation
 - Meeting defined
 - Notice and agenda
 - Public participation
 - Decisions only after all input
- Open Records

Being Prepared; No Surprises

Preparation time > meeting time

If need more information, assume responsibility to get that information before the meeting

Waiting will:

- 1) decrease the quality of decision; or
- 2) cause postponement of the item

Effective interdependence with President & CEO and staff

BOARD ROLES

Governs

Determines “what”

Makes policy

Sets goals

Supervises President + CEO

Supports CVB with other entities

Monitors progress

STAFF ROLES

Administers

Determines “how”

Implements policy

Plans & works to achieve goals

President & CEO supervises staff

Supports CVB with other entities

Monitors progress

Separation of Duties: Principled Reasons

Legitimacy - Directors have no powers individually

Checks and Balances - each prevents other from being arbitrary

Accountability - Separated responsibilities are attributable

Avenue of Appeal - Anyone who disagrees with CEO has a clear option w/in the CVB

Impartiality - General rule must be distinct from application in particular circumstance

Being an Advocate

Meeting with elected officials

Be Prepared:

- **Research the official** - discover priorities and position on the issues
- **Talk to MCCVB Staff** – they will provide talking points and research for you
- **Bring your personal story** – what does this mean to you? Why are you involved with the MCCVB? What kind of impact would a decision have on your business

Follow up:

- Let the MCCVB staff know how it went, what the outcome was
- Can the staff provide any additional materials/research for this official

MCCVB: educate, provide research/data

MCHA educates and advocates for the hospitality industry as a whole

Separation of Duties: Pragmatic Reasons

Expertise - Board comprises volunteers, not DMO professionals

Efficiency - Division of labor allows each to do that to which it is best suited

Propinquity - CEO is much closer to the specifics and is impacted more directly

Non-reciprocity - Only the Board can do its job; if the Board is doing the CEO's job, the Board's job doesn't get done

Board of Directors

Represents the members; members have no independent powers

Is trustee for jurisdictions

You *must* act on behalf of entire community and entire hospitality industry

Trustee vs. Delegate

- Voting your conscience
- Representing your industry segment

MONTEREY

Monterey County Convention & Visitors Bureau



MONTEREY
Grab life by the moments: