



Society for  
Incentive  
Travel  
Excellence

## 2023 International Board of Directors (IBOD) Application

Full Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City, State/Province: \_\_\_\_\_

Postal Code: \_\_\_\_\_

Country: \_\_\_\_\_

Telephone: \_\_\_\_\_

E-mail address: \_\_\_\_\_

SITE is actively seeking suitably qualified members of SITE to present their candidacy for election as directors of the association and complete our current generation of leaders.

The Board Development Committee (BDC) will evaluate candidates with a focus on the following attributes:

- Strong contributor who respects others’ opinions
- Strategic thinker
- Revenue and fiscally focused
- Global mindset who supports a diverse and inclusive association

To be considered for IBOD service, all candidates must have been a member of SITE for at least 12 months AND accrue a minimum of 70 points (as rated by the BDC) from the Skills & Experience Scorecard. Complete the comment section with relevant skills and experience for each section.

SITE is seeking representatives for the following vacancies: Europe (3), North America (1), Latin America/Caribbean (1) and Young Leader (1). Each Director shall be elected to a three-year term, except for the Young Leader who is elected to a two-year term. Please review SITE bylaws excerpt at the end of this form for more information.

The Board Development Committee will review and contact all applicants prior to the launch of the IBOD election. **Note that all applicants may not be selected to appear on the election ballot.** Any applicant not included on the election ballot may appeal to SITE’s Interim Executive Director.

**Return this completed application to [elections@SITEglobal.com](mailto:elections@SITEglobal.com) by 16 August 2022 to be reviewed by the SITE Board Development Committee**



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### Skills & Experience Scorecard

#### Desired Skills and Experience (Maximum 100 points)

Criteria		Max. Points	Comments
	<b>INDIVIDUAL SKILLS</b>	<b>55</b>	
1	Business Acumen – P&L Oversight and Mgmt.	15	
2	Industry Experience and Leadership	10	
3	Strategic Thinking/Visionary	10	
4	Personal Communication Skills	10	
5	SITE Engagement	5	
6	Fiduciary Responsibility	5	
	<b>COLLECTIVE SKILLS</b>	<b>45</b>	
7	Chapter/Community Leadership and Management (territory/franchise mgmt.)	10	
8	Membership/Community Engagement & Growth	10	
9	Revenue Generation and Fundraising	5	
10	Marketing Knowledge and Application	5	
11	Global Operational Experience: Not-for-profit or Corporate	5	
12	Governance Knowledge and Expertise	5	
13	Diversity and Inclusion Experience	5	

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### Skills and Experience Matrix Glossary

#### **P&L Oversight and Management**

Do you know how to read a financial report? Do you understand budgeting and forecasting? Are you able to identify strategic changes throughout an annual budget lifecycle to ensure profitability?

#### **Industry Experience and Leadership**

How long have you been in the Business Events Industry? Do you bring experience/expertise from other industries to your role? Are you the owner, manager or senior leaders in your organization? Are you a young leader with clearly demonstrable ambition as a Business Events professional? Have you attained the CIS and/or CITP professional designation? Have you delivered education on behalf of SITE? Have you spoken as part of a panel or delivered a speech on incentive travel?

#### **SITE Engagement**

How long have you been a member of SITE? Have you served on any international committees? How many Site Global events have you attended? Do you understand the difference between SITE and SITE Foundation? Are you an advocate and ambassador of the SITE brand? Have you been an active sponsor of SITE? Have you fundraised on behalf of SITE?

#### **Fiduciary Responsibility**

Duties of due care, loyalty, and acting in good faith to ensure proper and healthy financial management with a goal of achieving a balanced budget and ideally to generate a surplus for the association.

#### **Chapter/Community Leadership and Management**

Are you active and a recognized leader at the chapter level? Have you served on the board of your local chapter? Have you helped to build SITE's profile and presence in your region? Have you been a part of a winning chapter with the Annual Chapter Excellence Awards? Are you motivated to help drive organic chapter growth?

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### **Membership/Community Engagement and Growth**

Do you have a track record as a volunteer with other industry or non-industry associations? Have you served in leadership roles with other volunteer organisations in your community?

### **Revenue Generation and Fundraising**

Do you have a proven track record in revenue generation, business development, sales? Are you comfortable soliciting new and existing sponsors in an effort to raise funds for SITE? Are you able to identify and create strategic sponsorship plans that delivers mutually on strategic goals? DO you have experience in monetizing products and services? Have worked within the framework of a sponsorship prospectus?

### **Marketing Knowledge and Application**

Do you have experience and expertise in brand creation and development? Are you a marketer? Can you advocate for the business case for incentive travel? Do you have digital marketing expertise? Are you able to craft and build comprehensive marketing plans that will resonate on a local, regional and global level?

### **Global Operational Experience—Non-Profit or Corporate**

Work experience with a global enterprise preferred. Have you served on a non-profit Board?

### **Governance Knowledge and Expertise**

Knowledge of the principles of good governance; successful experience on corporate and/or nonprofit boards so that best practices can be shared. Have you worked within the confines of Roberts Rules of order? Have you worked with, edited or created By Laws of incorporation? Are you fanatical about organizational excellence?

### **Diversity & Inclusion**

In a workplace, diversity means that the workforce is made up of employees with different races, genders, career backgrounds, skills, etc. Diversity is proven to make communities and workplaces more productive, tolerant and welcoming. Inclusion is the practice of providing everyone with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalized groups, like those based on gender, race, sexual orientation or those with physical or mental disabilities, equality in the workplace. Do you have

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experience working on D&I initiatives within your organization? Are you committed to building and fostering an inclusive environment for the SITE global community?

*As taken from SITE Bylaws approved July 24, 2020*

### ARTICLE V - The International Board of Directors (IBOD)

**5.1 – Governing Body.** SITE shall be governed and managed by an IBOD that is duly elected by the membership.

#### **5.2 – Powers.**

- (a) The IBOD shall govern and manage the affairs of SITE.
- (b) The IBOD shall have full authority to interpret and implement all provisions of these Bylaws. Actions required, not otherwise stated in the Bylaws, will be made by the IBOD acting in the best interest of SITE’s membership. In specific situations where the governance of the Bylaws is impractical to achieve, alternative solutions will be mandated by the IBOD by majority vote within the bounds of the Illinois General Not for Profit Corporation Act.
- (c) Management of the affairs of SITE as well as control and dispersal of its property and funds, including any funds entrusted to it, shall be vested in the IBOD.
- (d) The IBOD may also cause to be created such other chapters, affiliates or ancillary organizations or corporations it deems necessary or appropriate.
- (e) The IBOD shall consider and take action on membership matters as directed by these Bylaws and in accordance with SITE policy and procedures, and may establish or terminate other non-voting classes of membership, and the procedures for approval of such non-voting members, with rights, obligations and privileges, as the IBOD deems necessary or appropriate.
- (f) The IBOD may provide policy to enable a resigning member to transfer membership to another qualified individual.
- (g) The IBOD shall have high-level oversight responsibilities for the following areas of the SITE Foundation:
  - i.) approval by majority vote of incoming Trustees recommended by the SITE Foundation Trustees to the IBOD,
  - ii.) approval by majority of SITE Foundation Officers,
  - iii.) veto power over the programs, projects, events or location of events to avoid a conflict or competition with a SITE event,
  - iv.) approval of the annual SITE Foundation budget,
  - v.) veto of research projects undertaken by the SITE Foundation,
  - vi.) approval of the selection or removal of the SITE Foundation Executive

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Director, and,

- vii.) the power to remove any Trustee or SITE Foundation Officer by a three-quarters (3/4) majority vote. SITE's CEO may also serve as Executive Director of SITE Foundation but if and when SITE Foundation has a separate Executive Director, this Executive Director shall report to the SITE's CEO.

### 5.3 – Qualifications.

- (a) A member may be considered eligible for nomination to the IBOD only after serving twelve (12) months as a member of SITE, and upon meeting eligibility requirements as described by SITE's Policies and Procedures Manual.
- (b) No more than one (1) Director (hereafter, "IBOD Member") of the IBOD may be from the same corporate brand, as defined by SITE Policies and Procedures.
- (c) An IBOD Member may not also be President of a chapter of SITE.
- (d) An IBOD Member may not also be an Officer of a chapter of SITE. However, they may remain as a chapter board member, with no voting right, if the chapter deems appropriate.
- (e) Each IBOD Member and Officer must be a Voting Member in good standing of SITE. Failure to maintain Voting membership in good standing, or other change in membership status, shall automatically disqualify an IBOD Member or Officer from continuing service on the IBOD. Candidates may only apply for seats in the region in which they normally reside in accordance with policies established by the IBOD.
- (f) All IBOD Members will represent SITE as a whole.

### 5.4 – Duties. The IBOD is charged with the following duties and responsibilities:

- (a) perform all duties entrusted to directors of a corporation,
- (b) represent SITE as a whole,
- (c) develop and abide by the Bylaws and policies of SITE,
- (d) supervise and direct the business and financial affairs of SITE,
- (e) set all dues and fees payable to SITE, consistent with the provisions of Article XIII,
- (f) establish a date, time, format and place for the AGM of SITE,
- (g) develop, monitor and evaluate programs that further the vision, mission and strategic goals of SITE
- (h) identify relevant professional issues for presentation to, and action by, the membership;
- (i) retain management and staff services as needed to assist in the day-to-day business and financial operations of SITE, and,

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- (j) carry on the work of SITE ensuring that no part of the net earnings of the association shall inure to the benefit of any members or trustees of the association, or to any private individual, (however, a reasonable compensation may be paid for services rendered to or for the corporation affecting one or more of its purposes.)

**5.5 – Composition.** In accordance with policies adopted by the IBOD the IBOD shall consist of ten (10) to fifteen (15) members, inclusive of the President, President-Elect, Immediate Past President, Vice President - Finance & Business Development, Vice President - Education & Certification, Member-at-Large and up to nine (9) additional elected Directors. In addition, one seat will be allocated to a SITE Young Leader member with rules as defined in 5.6 below.

All past presidents and the CEO, with the exception of the Immediate Past President, serve as ex-officio members of the IBOD without voting rights and shall not be counted in the quorum.

The IBOD may, from time to time, change the number of officer positions and the names of those positions in order to best meet SITE's needs. Any changes to the size or composition of the IBOD within the limits of these Bylaws (i.e., number of additional elected Directors) will require a motion to the IBOD and a full vote in executive session to be called for. Any changes would be effective on 1 January following the next election of the revised officer positions.

### 5.6 – Young Leader's Seat on the IBOD

The criteria for inclusion in the SITE Young Leaders' program are outlined in the Policy & Procedures manual.

- (a) One IBOD seat, not attached to any region, shall be reserved on the board for a Young Leader representative.

Eligibility shall be based on the age and experience criteria for inclusion in the SITE Young Leaders' Program as outlined above.

- (b) This position shall be elected by the general membership along with all other positions but is limited to one (1) term of two (2) years with no renewals. If the YL member wishes to return to the board, he / she would wait for two (2) years to do so and apply for a regular position.

- (c) The Young Leader representative may vote on all normal business matters except on IBOD Officer Elections.

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(d) The Young Leader representative is not eligible for an IBOD officer position while holding this IBOD Seat.

### 5.7 – Election and Term

Elections will be conducted annually and are overseen by the Immediate Past President in his or her capacity as Chairperson of the Board Development Committee (hereafter known as BDC – more details below). Each elected Officer and/or Director shall take office on 1 January of the year after election and shall serve for the elected term as specified in these Bylaws, or until a successor is duly elected and takes office.

Each Director shall be elected for a three-year (3-year) term, with approximately one-third (1/3) elected each year (subject to changes caused by vacancies, etc.). IBOD members shall serve their respective terms of office and shall continue in office until their successors have been duly elected.

Elected Directors may be elected for one (1) additional term in the same office, but may not serve as a Director or (except for the Immediate Past President as specified in Article VI) for longer than six (6) consecutive years. Appointed Directors may subsequently be elected for only the remaining portion of the maximum six (6) consecutive years.

IBOD members filling expiring Director positions on the IBOD shall be elected annually by a majority vote of the members of SITE who vote by mail or electronic ballot prior to the AGM in accordance with SITE's Policies and Procedures. The IBOD will fill expiring Officer positions in accordance with these Bylaws in a meeting prior to the AGM.

The IBOD may appoint such other Directors and Officers as the IBOD deems appropriate and necessary in accordance with these Bylaws. All members shall be advised by the Board Development Committee (henceforth referred to as BDC) that it will accept requests for nomination to the IBOD at least sixty (60) days before election ballots are mailed to all members for election, or as the IBOD may otherwise direct.

### 5.8 – Meetings of the IBOD

- (a) **Regular Meetings.** The IBOD shall hold an annual meeting prior to the AGM of members, as well as at least two (2), regular meetings during each calendar year. Written notice of each regular meeting of the IBOD shall be given to the IBOD by CEO at least thirty (30) days prior to the meeting. Meetings may be held in person, by conference telephone or by electronic conference methods.
- (b) **Special Meetings.** Special meetings of the IBOD may be called by the President or

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by more than two-thirds (2/3) of the seated IBOD Members, on notice to the Members of the IBOD at least ten (10) days prior to the proposed meeting. This notification must be in writing / email and include the purpose for which the meeting is called. Meetings may be held in person, by conference telephone or by electronic conference methods.

- (c) **Transaction of Business.** The IBOD may transact any and all business pertaining to SITE at any regular or special meeting, or as otherwise provided in these Bylaws.
- (d) **Notice.** Any IBOD Member may waive notice of any meeting. Attendance of an IBOD Member at any meeting shall constitute a waiver of notice of such meeting, except where an IBOD Member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at the meeting need not be specified in the notice or waiver of notice of such meeting, unless specifically required by law or these Bylaws.
- (e) **Quorum.** A simple majority of the Voting Members of the IBOD in office shall constitute a quorum for the transaction of business at any meeting of the IBOD.
- (f) **Voting.** Each member of the IBOD shall have only one (1) vote as IBOD Member. No proxy voting shall be valid. Unless a larger proportion of affirmative votes are required by these Bylaws, the Articles of Incorporation or by law, the affirmative vote of a majority of the IBOD Members present and voting at any duly constituted meeting of the IBOD shall be sufficient to authorize any act by the IBOD.
- (g) **Informal Action.** Informal Action by unanimous written consent is only used / required where the IBOD members are not meeting in person to make a decision. Any action required or permitted to be taken at a meeting of the IBOD may be taken without a meeting if a consent in writing, either electronic vote or postal mail, setting forth the action so taken, shall be unanimous by the IBOD members entitled to vote with respect to the subject matter.
- (h) **Attendance.** Any member of the IBOD unable to attend a meeting shall advise the President in writing as to the reason for the absence. If a Director misses any two (2) regularly scheduled IBOD meetings in any calendar year, in any term, without a good reason as approved by the IBOD, the Director shall be deemed to have resigned. No alternate person may substitute for the IBOD Member.

**5.9 – Inability to Serve.** All vacancies on the IBOD, whether caused by death, resignation or any other reason, may be filled with appointees selected by the President, provided they meet the board election criteria, with IBOD approval, for the remainder of the term, unless otherwise directed by these Bylaws.

**5.10 –** Except as may be otherwise expressly provided herein, all rights, powers,

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obligations or duties of a Member of the IBOD of SITE, as such Member of the IBOD, shall cease upon termination of membership on the IBOD.

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