

INTERNATIONAL BUSINESS BROKERS ASSOCIATION

AFFILIATE HANDBOOK



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IBBA MISSION STATEMENT

The International Business Brokers Association promotes members' professional development and interests to maximize public awareness of the business brokering profession.

IBBA VISION STATEMENT

The International Business Brokers Association is the largest international non-profit association operating exclusively for the benefit of people and firms engaged in the various aspects of business brokerage and mergers and acquisitions.

INTRODUCTION TO IBBA

What is IBBA?

The International Business Brokers Association (IBBA) is a professional society of business brokers providing education, conferences, professional designations, programs and services and networking opportunities.

Formed in 1983, IBBA is the largest non-profit association specifically formed to meet the needs of people and firms engaged in various aspects of business brokerage, and mergers and acquisitions.

Today, the IBBA has more than 1500 members in all parts of the world. The IBBA strives to create a professional relationship with successful business transaction advisors (i.e. CPA's, bankers, attorneys, and other related associations) to increase the image and value of the IBBA to its members and to be a leader in the exchange of business referrals.

What are IBBA's Objectives?

- **Education** – The IBBA is the only organization providing educational courses for the business broker profession. The IBBA provides timely information and training to help members be more successful in conducting business.
- **CBI Certification** – The Association manages the certification process to ensure that professional skills are attained and that the value of certification is marketed to key business people.
- **M&AMI Certification** – Individuals holding the CBI designation may also seek the Merger & Acquisition Master Intermediary
- **Membership** – The portfolio of member benefits changes to keep pace with the needs of the membership. The association continuously evaluates its programs to assure the members are receiving enhanced programs.
- **M&A Source** – The M&A Source is an exclusive membership opportunity open to business intermediaries engaged in M&A activities. The IBBA coordinates and supports the growth of the M&A Source and the M&A Middle Market Expo which brings business intermediaries and Private Equity Groups together twice a year. The M&A Source Express website is an exclusive benefit of M&A Source.
- **International, Regional, State and Local affiliations** – The Association also works towards becoming a resource to affiliates by providing services to build solid working alliances that are mutually rewarding to all parties.

Who should belong to IBBA?

Anyone who earns their living in the business brokerage industry should belong to IBBA. Associate members include attorneys, CPA's Private Equity Groups (PEGs) and franchisors.

What are the advantages of membership?

Education - The IBBA offers the leading educational programming for business brokers in the world. Through our world-class courses and workshops, IBBA members can take advantage of learning opportunities that are designed specifically for the brokering industry.

Networking - The semi-annual conferences, receptions, workshops and courses are all designed to allow the opportunity to meet and network with leading brokering professionals. The Trade Fair and M&A Expo allow you to meet with business contacts that can help you further your business and career.

Newsletter

This periodic publication is your source for keeping up with all that IBBA and its members are doing. In addition to association news the publication has many technical articles that help to strengthen the members knowledge and keep them in-tune with the every changing economy.

M&A Source Express

A web site designed exclusively for M&A Source members, the M&A Source Express contains links and information with information that is vital to their business success.

Reduced Fees

Members enjoy a discount on registration fees for attending the semi-annual conference and taking educational courses. From time to time the association offers discounts on professional services, conferences, periodicals and Web hosting and listing services.

Why should I join IBBA?

- To take advantage of the educational opportunities and to increase your level of knowledge in business brokerage, thereby becoming more professional.
- To keep up with changes affecting your profession.
- To support the work designed to improve the business brokerage industry.

How will IBBA benefit me personally?

Your career. In the complex brokerage profession, it is difficult to increase your level of knowledge alone. You need help from outside sources. IBBA will help you increase your business contacts and technical expertise.

Your attitude. Being involved with your colleagues in IBBA activities helps you contribute to the advancement of the profession that results in personal growth. You feel good about yourself and your contribution to the profession.

IBBA AFFILIATE LEADERSHIP RESOURCE MANUAL

PART I

STARTING OUT/TAKING OVER

The reason you are looking at this part of the publication is because you have either decided to help launch a local affiliate of IBBA or have recently taken over as the Chair of a present affiliate.

If you are considering starting an affiliate please take the time to look through all parts of this section. If you are taking over as Chair of your local affiliate, you may want to start with the section “Congratulations on Your New Assignment as President/Chairman.” You can always come back to this section but you’ll probably want to start getting other things taken care of right away.

I. Starting Out – It’s Not That Scary!

At the writing of this resource manual, IBBA has several affiliates across the country. Each and every one of the founding chairs/boards had the same initial reaction – that although it was overwhelming at first, it was worth the effort once things were underway.

There are many reasons to have a local affiliate of IBBA. The primary reason is to have a venue where business brokers can enjoy the same types of educational and networking benefits at the local level that they currently enjoy at the national level. These include timely programs with nationally recognized speakers; cost effective ways to allow staff members to gain access to valuable information; continuing education credits for maintaining professional designations and an excellent resource for sharing ideas with other local professionals.

IBBA adds valuable support to local affiliates. Sharing information, speakers, ideas and programs among the affiliates is an important ingredient in an affiliate’s success. The IBBA Board is committed to affiliate support and is constantly seeking ways to enhance their activities.

You will also notice that we have put together a speaker/seminar portfolio for your use at the end of this manual. This portfolio contains names, addresses, phone numbers of speakers with their favorite topics. IBBA will help the affiliate book speakers and coordinate their engagements with other affiliates to make the most effective use of their valuable time.

IBBA also can make available to our Affiliates educational programs with prepared text and workbooks to complete the hands on experience. Currently IBBA has over 35 courses available for affiliate sponsorship.

AFFILIATE DEVELOPMENT

FOUR BASIC REQUIREMENTS TO BE RECOGNIZED AS AN AFFILIATE:

- The affiliate must have a board of directors (at least four business broker professionals) who must all be and remain members of IBBA.
- The board of directors must adopt the bylaws that govern how the affiliate is to be run and those bylaws must be approved by IBBA.
- The affiliate must be incorporated as a not-for-profit organization in the state of origin or when the affiliate represents a region, one of the states in its area.
- The President / Chairman of your affiliate must execute the Articles of Affiliation between your affiliate and the *International Business Brokers Association*.

When all of these items have been accomplished, and your board list, bylaws, articles of affiliation and incorporation papers have been filed with IBBA headquarters, the affiliate can then:

- **Market themselves as an official affiliate of the International Business Brokers Association**
- **Ask IBBA to include the affiliate in the *IBBA News***
- **Attend the regional affiliate Leadership Training workshop at the IBBA conferences**
- **Request a visit from the IBBA staff to attend a meeting or course and provide assistance**
- **Affiliate can be added to the IBBA and M&A Source websites**
- **May also be considered for Directors and Officers (D & O) liability insurance coverage under the IBBA's chapter affiliation endorsement**

Before we get too far ahead of ourselves, let's take a look at a typical organizational chart. This will help you understand how you (assuming you will be the founding Affiliate Chair/ President) will interact with the affiliate board, IBBA volunteers, and IBBA staff.

On the next page you'll find a typical organizational structure for IBBA affiliates. If you are organizing a local affiliate, this will help you inform others of how they can help you achieve that goal. If you are taking over an existing affiliate, you can compare this structure to how the affiliate is currently set up to see if there are some improvements you can make.

While this is certainly not the only way in which the affiliate can be structured, it does cover the very basics while allowing as many volunteers as possible the opportunity to help you inform others of how they can help achieve that goal. If you are taking over an existing affiliate, you can compare this structure to how the affiliate is currently set up to see if there are some improvements that can be made.

It also arranges a communication ladder and a promotional ladder to the Affiliate Chairman / President level.

Affiliates

IBBA currently recognizes the following affiliates:

- Arizona Association of Business Brokers (AABB)
- Business Brokers of Florida (BBF)
- California Association of Business Brokers (CABB)
- Carolina-Virginia Business Brokers Association (CVBBA)
- Colorado Association of Intermediaries (CABI)
- Florida Business Brokers Association (FBBA)
- Illinois Association of Business Brokers (IABB)
- Michigan Business Brokers Association (MBBA)
- Midwest Business Broker Intermediaries (MBBI)
- New England Business Brokers Association (NEBBA)
- New York Association of Business Brokers (NYABB)
- Ohio Business Brokers Association (OBBA)
- Pennsylvania Business Brokers Association (PBBA)
- Texas Association of Business Brokers (TABB)
 - Austin Chapter, Dallas /Fort Worth Chapter
 - Houston Chapter, San Antonio Chapter
- Valley Board of Business Brokers
- Washington-Baltimore Business Brokers Association (WBBBA)

Non US Regional Associations:

- Canadian Real Estate Association
- Ontario Business Brokers Association (Canada)
- Western Canada Business Brokers Association
- IBBA of Greater China
- Australian Institute of Business Brokers (AIBB)

II. Organizational Structure

Responsibilities of the Chairman/President

- All communications between affiliates and IBBA volunteers/staff
- Oversees all affiliate operations
- Approves and signs off on all projects – financial and operational
- Approves and appoints special committees and task forces as needed
- Manages the association in conformance with affiliate bylaws
- Calls and directs board meetings, prepares agendas, and presides over meetings
- Drives the organization and leadership

Responsibilities of the Vice Chair/Vice President

- Oversees various projects committees and task forces
- Responsible for projects as assigned by the Affiliate Chair/President
- Takes Affiliate Chair/President's place at meetings/programs as assigned by the affiliate Chair/President
- Becomes Affiliate Chair/President if approved by the membership

Responsibilities of the 2nd Vice Chair/Vice President – Programs

- Program coordination – including room rental, food functions, coordination of speakers, etc.
- Works with the Treasurer on budget as pertains to programs
- Becomes Vice President/Vice Chair if approved by the membership

Responsibilities of the Secretary

- Recordkeeping of all meetings
- Coordinates vote collection and counting during annual elections
- Responsible for ensuring that incorporation papers are current with state of origin
- Conducts all general correspondence
- Sends letters of thanks to speakers, meeting hosts, etc.

Responsibilities of the Treasurer

- Maintains all financial records
- Holds and maintains the affiliate banking records, communicates with bank
- Ensuring tax forms are filed with the IRS
- Budgeting meetings and special projects as approved by the Affiliate Chair/President and/or the board of directors
- Bills and collects all affiliate dues

Responsibility of Directors

Note: There may be as many directors as the board sees fit.

- Special projects and committees/task forces as assigned by the Affiliate Chair/President
- May be asked by the Vice Chair/Vice President to organize or host affiliate meetings or help coordinate meetings and seminars
- Establish and review major policy and plans for the affiliate
- Represent and express ideas and concerns of membership at large

Once again, this is not the only way to structure your affiliate. It is just a suggestion based on what has worked for some of our successful affiliates. In any structure you

choose, please remember that it is IBBA's policy that all affiliate board members should be IBBA members in good standing during their term.

III. Finding and Using Volunteers

There are many things to keep in mind when you are describing board positions to prospective volunteers. Some of the more pressing issues are:

- **Board members represent the entire affiliate**, therefore personal agendas must take a back seat to what is best for the organization and its members.
- Even though you have structured the affiliate so that no one person has too much on their plate, **the board is still volunteering their time. Keep expectations realistic.**
- **If a member has an idea about what they might like to see from the affiliate, or a problem with how it is presently run**, ask them if they would be interested in helping on the board or ask them to chair a committee or task force that deals with that issue. Don't let the energy get wasted.
- **Look for IBBA members who would like to get active in a local affiliate.** This is especially true if you are just starting out. It is useful also if you are taking over as an affiliate chair. IBBA members tend to share in the spirit which has made IBBA so great. If you meet IBBA members from your area at any IBBA annual events ask them to get involved. They may just not know whom they should speak to about the affiliate.
- **Look for study groups in your area.** Are there existing study groups of professionals who meet on a regular basis? The existing group can be expanded to become the basis for an affiliate.
- **NETWORK!** Call your fellow affiliate chairs, IBBA volunteers, or IBBA staff for more ideas.

IV. Organizational Meetings

Now that you have volunteers and a general idea of how to organize the affiliate, you need to call an organizational meeting. This meeting should be small enough so that it can be held in someone's conference room. This is a small industry – invite people you know who are actively involved in the business brokerage profession in your area who you think might be interested in becoming involved and invite them to the preliminary meeting.

Remember, typically the group that volunteers to help get the affiliate started will end up being voted in as the founding board of directors. Be sure you have a good cross-section of representation.

Sample Invitation to the First Meeting

Dear _____:

The **International Business Brokers Association (IBBA)** is in the process of forming *An Affiliate* in our area. IBBA's main focus is education, specifically aimed towards Business Brokers. The organization is growing rapidly on a national basis. There are currently fifteen affiliates established throughout the United States, and there are several affiliates in the process of being formed.

IBBA offers two professional designations: Certified Business Intermediary (CBI) and Master Mergers and Acquisitions Intermediary (MMAI). These designations are achieved by successfully completing a series of courses and exams specifically designed for each designation. The exams are given on a national basis twice each year in June and November. IBBA's goal is to provide members with a strong course of study that will help both the individual member and the overall image of our professionals.

Affiliate development enhances the concept of education by promoting the CBI program, setting up consistent meetings on a more local basis and giving the participants the ability to network with their peers for additional sources of support. Other affiliates currently have half-day, quarterly meetings in which they bring in professionals to speak on issues relevant to the brokerage community. I've enclosed a copy of a brochure from one of their typical meetings.

IBBA national programs can be brought into regional areas at reasonable costs. In addition, a major advantage to owners and managers of business brokerages is that the low cost of the local programs gives them an opportunity to send a larger number of their staff without losing significant production time.

Our local affiliate organizational meeting is scheduled for _____ at _____ A.M. at _____ . I have selected a short list of individuals who have shown an interest in IBBA for the organizational meeting so that it can be productive and efficient. _____, a member of the Board of Directors of IBBA, will be attending the meeting to help in the organizational process and will be there to answer any questions you may have.

Please let me know, no later than _____ if you plan to attend this affiliate development meeting. I will be happy to furnish directions to my office should you need them.

We look forward to seeing you on _____.

Sincerely,

You can produce your own invitations or send your list on your personal business letterhead and envelopes to IBBA headquarters for production and mailing. All of the replies will come to you for the personal touch.

In order to hold a more orderly meeting, plan on having the following items with you at this meeting:

- Information on incorporating as a not-for-profit organization
- Enough copies of the proposed bylaws to be handed out to everyone at the meeting
- Copies of the organizational structure along with a copy for the job descriptions
- A very clear idea of what you want to accomplish during the meeting
- A clearly defined and well-worded agenda with a timeline for each item
- Patience and an understanding that each person at the meeting will have an idea, an agenda and a very special talent which will help the affiliate.

SAMPLE ORGANIZATIONAL MEETING

The _____ Affiliate of IBBA

Agenda

9:00 a.m. – 10:45 a.m.

I.	Round-Robin Introductions	5 minutes
II.	Statement of Intent	10 minutes
III.	Explanation of Needs to Start <i>An Affiliate</i>	30 minutes
IV.	Discussion on Proposed By Laws	15 minutes
IV.	Job Descriptions and Volunteering	15 minutes
V.	Action Items and Timelines	15 minutes
VI.	Round-up and Refreshments	open item

Although each item on this agenda is important, the two most important items are **Job Descriptions and Volunteering and Action Items and Timelines**. Both of these actions must be accomplished and understood before the meeting ends otherwise the affiliate will be at a stalemate or you, as the leader, will end up doing most of the work.

Job Descriptions and Volunteering means that you go through the entire list of board positions, from Chair/President to Director and explain what is expected of the person who volunteers for each position. It is extremely important that people understand what the expectations are and that they will probably hold this position for at least the first year.

Action Items and Timelines

It is also extremely important that everyone leaves this first meeting with an understanding of what they have volunteered for and when they are to get this done! The positions should be easy enough to assign based on what people have volunteered for. Be sure to have a copy of those jobs that must be completed prior to the affiliate being recognized as an official IBBA affiliate.

<u>Action Item</u>	<u>Description</u>	<u>Volunteer</u>	<u>Due</u>
Incorporate	File incorporation papers with the state	(Secretary)	Next Meeting
Open Bank Account	Open bank account with bank approved by board; must wait until incorporation papers have been filed with the state	(Treasurer)	Next Meeting
Propose Changes to Model Bylaws	Look at model bylaws sent by IBBA and make recommendations as to whether to accept as is or to propose changes	(President) (Chair) (Vice President) (Vice Pres. – Programs)	Next Meeting
Propose Membership Dues and Structure	Look at sample membership materials and recommend membership categories and dues structure. Budget according to expected dues and income.	(President) (Vice President) (Treasurer)	Next Meeting
Propose Affiliate Geographic Boundaries	Look at possible membership base (IBBA membership list, IBA membership list, ACG members) and propose boundaries of the affiliate	(President) (Vice President)	Next Meeting
Collect Mailing Lists for Membership	Collect mailing lists from IBBA (both members and prospective members) for use in mailing membership materials and program announcements.	(Secretary)	Update at the Next Meeting
Propose Membership Mailing	Look at sample membership mailings (in the Affiliate Resource Manual) and propose a letter and brochure to be mailed to the mailing list.	(Secretary)	Samples by the Next Meeting
Investigate Programs for the First Membership Meeting	Look through the Speaker-Seminar Resource section of the Affiliate Resource Manual or talk to founding members about what they would like to see from the first membership program and make a recommendation to the board.	(Vice Pres. – Programs)	Next Meeting
Contact IBBA Headquarters to establish course offerings for the new affiliate	Sample seminar / course outlines and promotional materials are available from IBBA including a promotional “shell”.	(Vice Pres. – Programs)	By next Meeting
Directors and Officers Liability Insurance (D&O)	Investigate the possibility of purchasing D & O insurance for	(Vice President)	By next Meeting

The above proposed action items and timeline are assuming that your organizational meetings are roughly four weeks apart.

Putting a list together and mailing it out to each participant gives everyone a look at what they have to do and a deadline for completion. While it will eliminate some of the follow-up you will have to do between meetings, as the leader of the group, you should still give each volunteer a call at least once during the interim period to get a status report.

A few pointers on all of the tasks:

Incorporate

For many of the current affiliates, the volunteer in charge of this area used their corporate lawyer to help them with this function or one of the volunteers was an attorney who handled the process. It is our suggestion that you incorporate as a 501 ©(6) not for profit trade association.

Open a Bank Account

Once again, our affiliates have tended to go with what they already know. If the Treasurer feels that their bank is capable of handling their own corporate account then they are probably capable of doing the affiliate's account.

Propose Changes to Bylaws

It is extremely important that you review the sample bylaws carefully. The bylaws tell how the affiliate is run. If and when a problem arises, the bylaws can save the affiliate a lot of time and aggravation. If it doesn't work for everyone, try to find a solution even if it is as simple as rewording.

Membership and Dues Structure

This is extremely important. Offering individual and firm memberships may broaden your membership base. Dues should be determined based on the estimated costs of holding meetings, as well as accumulating a reserve for future expenses (printing of brochures; speaker travel expenses). Demographics will play a part in determining the appropriate dues and meeting costs for your area. You may also want to consider additional funds for scholarships or grants to IBBA conferences or activities, insurance, special event subsidizing, etc.

Affiliate Geographic Boundaries

The affiliate boundaries that you set should be large enough to give the affiliate a large membership base to work with but realistic in scope. If your meetings will be held in a location with lodging, your base could be larger if you believe people will travel a great distance to attend. Remember, the size of your mailing list is directly related to the cost of your mailing.

Collect Mailing Lists

You will definitely want to get a copy of IBBA's membership and prospective membership listings for your mailings. We recommend that you also check with other professional organization's membership directories when developing your mailing list that should include phone, fax and preferred email addresses in addition to mailing addresses..

Propose Membership Mailings

At the back of this section you will find examples of what other affiliates have sent out regarding a membership mailing. The affiliate Secretary should take a look at these examples and make recommendations as to what your introductory piece should look like. Please keep in mind that with this first mailing you must impact the professionals in your area with: An Affiliate identity (name and logo) your affiliate area (so they know if it will be accessible to them) and a sense of what the affiliate will be doing. A vision and mission statement is also helpful.

Investigate Programs/First Membership Meeting

Your first meeting is the first opportunity that you have to showcase the affiliate. The Vice President for Programs first priority should be to put a program in place that will create some excitement among the attendees and will showcase the kind of strong programs that the affiliate will be doing. For many attendees, the first meeting may be the decision maker between being a member or not being a member. Be prepared to sign up your new members as "charter" members. Consider offering a bonus or "perk" for signing up as a charter member.

V. CONTINUING THE MOMENTUM

For the next couple of weeks, or until your next meeting, you will need to follow-up with each volunteer to ensure that the jobs are being done. However, watch yourself from being an overbearing leader. It should be approached as finding out if there is anything that you can help with, although you should not volunteer to do everything for them.

At the next meeting, most of the time should be spent deciding your first meeting and finalizing the marketing strategy for membership recruitment.

In deciding when your first meeting will take place, remember that you will need enough time to do approximately two mailings and that, depending on the time of year, many of your prospective members may already have a full calendar for the next two months. Two months out will generally be enough time to plan and market a successful meeting.

In order to get your meeting brochures printed, you will need a brief description of the sessions being offered as well as biographies of the speakers. Samples are available from IBBA headquarters. Prior to sending everyone off to do their jobs, you should again make sure that everyone knows what they are doing, when it is to be done and who they have to get approval from before mailing or finalizing their job. There should be a sense of excitement among the volunteers at the end of this meeting that can be extended to the materials that you are sending to your prospective members.

IBBA headquarters can also help with creating excitement at the kick-off meeting. We have in the past created letters specifically for affiliates to send with their first mailing. This letter is usually signed by the IBBA President but can be signed by anyone that you think would be most effective.

Be sure to send samples of your mailings to IBBA headquarters for our files. IBBA keeps binders of all affiliate mailings and miscellaneous items for networking and problem solving purposes among the affiliates.

VI. IBBA HEADQUARTER'S SERVICES

- Executive committee available for affiliate activities consultation
- Maintain a complete member and prospect database
- Provide an Administrator for credential and designation programs.
- Provide nationally sponsored workshop materials
- Include affiliate news and program subjects in the *IBBA News*
- Hold an Affiliate Leadership Workshop at the IBBA National Conference
- Financial assistance based on the availability of funds to start an affiliate.
(Loan is to be repaid within one year.)
- Provide IBBA University education courses

The first meeting should make an impression in every way from the first marketing piece that is sent to the final minutes of the meeting.

Be sure that everything you want to say is written out and that you have all the materials needed in front of you at this first meeting. A well-planned, well-thought-out meeting tells the founding and potential members that the organization is well worth the membership dues. Some of the most important topics for you to convey to the attendees are:

- What is the mission of the affiliate?
- What are the goals of the affiliate?
- Who can they call with questions or suggestions?
- What kind of programs can they expect from the affiliate?
- What is the next program?
- What is the relationship with IBBA?

You must decide when and where meetings will take place. The location should be centrally located with easy access and ample parking. Hotel banquet rooms conference centers or corporate meeting rooms/auditoriums are possibilities. Sometimes local colleges will make rooms available to the public. Generally, affiliates hold quarterly half-day seminars with two different topics and speakers. The topics should be timely and meaningful. Some affiliates conduct evening, $\frac{3}{4}$ or full-day seminars in lieu of one of the quarterly meetings. Still others conduct an Annual Conference (full day) on weekends.

The time of day for the meetings will depend on the needs of your group. Many affiliates hold half-day seminars from 8:30 am to 12:00 noon, with continental breakfast whereas others hold evening/dinner meetings. Once you've selected the time of day for your meetings be flexible. Use the meeting evaluation forms to poll your attendees for their preference. If you have selected breakfast meetings but most of the attendees should prefer evenings, consider making the change. If attendance falls you might switch back.

Speaker's outlines should be handed out as people register, or already be, at the tables where attendees will be seated, so that if they are early, they can review the materials.

There should be a registration table (displaying the IBBA Affiliate banner) as people enter with a roster of attendees to be checked off as they sign in. If these programs are intended to provide Continuing Education Credits for various professional designations, keeping attendance records is mandatory.

You should have name tags available for attendees to fill out and wear. Networking is much easier when you know the name and affiliation of the person you're speaking with.

Members of the board should make a point of networking with the attendees. Always have a quick debriefing among the board members even it is by conference call immediately after the meeting so that you can each give a quick summary of how the event went and what could be done differently. You also need to plan your next board meeting to begin to identify who is in charge of the next event and get the ball rolling. Remember, the earlier you get things started the better the chance of having a successful meeting.

Note: Some affiliates hold morning "coffee" meetings. They encourage attorneys, CPA's, PEG's, bankers, etc. to join the affiliate and participate in meetings.

On Your Way

Congratulations! You have successfully held your first meeting! You should gauge this meeting by various criteria not just by how many people showed up. For instance, was it viewed as valuable to the attendees? Did your attendees leave with a feeling that their membership will be valuable? Did you and your fellow board members get the sense that your attendees will tell other business brokers about the affiliate?

Your meeting was also successful because:

- (a) you have a better idea of what works and what doesn't
- (b) you have some kind of idea about what programs you and your board should be looking at and
- (c) you made it!

Making the commitment to getting the whole thing going, and getting it off the ground is plenty to be proud of!

It is up to you, as the leader of the affiliate to keep the mood about the affiliate upbeat and keeping your fellow board members motivated. So, if you feel like you need a boost, call IBBA headquarters.

VII. Congratulations on Your New Assignment as President /Chair

Imagine if the new President of the United States came into office with no history and no previous knowledge of what the President before did while in office. *Hopefully this is not the office you are taking over!*

If you are in this position, you need to look at the following checklist and make sure you know what you've gotten yourself into...and no, you may *not* go back to bed and forget that you accepted this position!

VIII. New Affiliate Chair / President Checklist for Survival

Please use the following checklist to ensure that the president's house is clean, orderly, and ready to be moved into:

- ✓ You have a current list of all members of the affiliate, or a listing of paid and non-paid members.
- ✓ You have a current checkbook/balance sheet for the affiliate or know that it is at your immediate disposal should you need the information.
- ✓ You have a listing of all of your board members and what their responsibilities are.
- ✓ You have a copy of your current bylaws and incorporation papers.
- ✓ You have made contact with IBBA headquarters and know what the upcoming events are.
- ✓ You are aware of all upcoming programs for the affiliate and who is in charge of those programs.

This is a very short list which may ensure that you have all current information and can help in a smooth transition. If possible, you should make an appointment to go over this list with the immediate past chair.

As we stated above, we hope that you have been involved enough with the affiliate prior to this appointment that you know all of this information. If, however, you find that you are unclear on what we are talking about in the above list you might want to take some time and look through the first seven subheadings of this section which deal primarily with beginning or rejuvenating an affiliate.

IX. Make a Splash!

The best thing for you and for your affiliate is that you have a clear set of goals that you want to achieve. Remember, although you will have to deal with other board members' agendas, you are ultimately in charge of the direction the affiliate will take in the next year.

Ask yourself:

- Could the affiliate be more active?
- What could we be offering to give our membership more?
- How much can I do in a year?
- What will be the primary focus for my term? (Note - you should work with your entire board to ensure that the focus is the best for the entire affiliate.)
- What long-term goals can we set now that will help the affiliate and its membership survive in the future (five-year goals)?

Forcing yourself to answer these questions will give you and the board more momentum and a better sense of what goals you need to accomplish to improve the affiliate.

Make sure everyone knows that there has been a change in your affiliate's leadership. You should send a press release to IBBA headquarters as follows:

<p>CONTACT: (your name here) (your phone number/fax number)</p> <p>FOR IMMEDIATE RELEASE:</p> <p style="text-align: center;">Affiliate Name Announces New Leadership for (Year)</p> <p>The _____ Affiliate of IBBA has announced new leadership for (year).</p> <p>Accepting their new positions are:</p> <p>President: (fill in your name and company name) Vice President: (fill in name and company name) Treasurer: (fill in name and company name) Secretary: (fill in name and company name) Immediate Past Chair: (fill in name and company name)</p> <p>For further information, contact:</p> <p>Name Address City, State Zip</p>

You may wish to send a press release to other press, local newspapers, trade journals and include additional information on the organization and the affiliate.

Besides allowing you the opportunity to bask in some light on your new position, any time that this release is published, it puts the affiliate in front of members and non-members. AND IT IS FREE PUBLICITY. Use it whenever you can.

X. Make Use of Your Time in Front of the Audience

Very few of the volunteers who move IBBA and its affiliates have professional experience speaking in front of an audience. For most of us, it is as painful and frightening to be in front of any more than ten people talking about our views and goals and asking for help. This is the time to do all of that.

When you are in front of the membership, use the time wisely. Try to:

- Come off as a pro. If you are at ease at the mike, they will be reassured. If you are nervous, they will be nervous with you. A good leader always give the impression he has high self-esteem while not coming off as pompous or too sure of him/herself.
- Remind them what the goals are for the year. Update them, and let them know what areas the board could use some help on. This is **not** a charity. It is their affiliate.
- Continually re-emphasize that you want to hear what kind of programs they would like to see in the future. Remind them that the affiliate is there to help them continue their education as professionals.
- Remind them about the upcoming programs/events. This can be national or affiliate programs. If there is a special deal going on – emphasize that they are getting this deal because they are members in good standing with the affiliate.
- Reinforce the benefits of expanding their membership to the national level and reiterate the further benefits available to national members.
- Give them your phone number. Even though most of them will not call you at least you are offering this option.
- KEEP IT POSITIVE!
- Always support the fact that the board and you are following their advice as to how the affiliate can be improved.

Using notes to help you through this part of a program will help you keep everything concise and will give attendees at a program the idea that the time was used wisely, even if it seemed rather long. Audio visual aids such as PowerPoint presentations are also helpful.

XI. Change is Good

Don't be afraid of change. If you had originally planned on going one direction with your leadership and then learn that there are more important issues you need to address don't fight it. Look at the issues with an open mind, take ten deep breaths and realize that

you are not alone and after really examining the issues, decide if you “think” it is the right move.

If one of your board members resigns or is not able to keep their commitments, take ten deep breaths, make sure there are still volunteers to help you, and then go on.

If you find that you are the only one doing anything with the affiliate, that the rest of the board has lost the momentum - take another ten deep breaths, call a small dinner meeting and KEEP IT POSITIVE. Go back over the responsibilities list and remind them what they are supposed to be doing.

Don’t forget that you have resources in your fellow IBBA volunteers, officers and your IBBA staff to call when you feel like things are going badly. It may be something that someone else has gone through so you may not have to reinvent the wheel.

XII. Avoiding Volunteer Stagnation

If you find that your affiliate is relying on the same volunteers year in and year out, you might want to turn to subheading III in this publication entitled “Finding and Using Volunteers”. To find a diverse group you should look at all aspects of what makes this industry move. You and your board should always be on the lookout for volunteers who can bring a different perspective to the board meetings and affiliate programs.

You should also look at doing mailings to the membership on an annual basis asking for volunteers. Remember to be specific as to where you need help. Be upfront with the members and you must follow-up with them if they volunteer. A member may take your inaction as a sign of insincerity of the board’s part and lose their interest.

Once again, if you run out of ideas call your fellow leaders. Every one of the affiliates has had a problem getting new volunteers to get involved.

XIII. The Great Unknown

Every one of your fellow leaders will tell you that while being a good leader, finding volunteers and making sure that you are seen as professional are very important parts of your job. There are other things what will make your job go smoothly.

The next part of this manual is dedicated to the different areas of association management that you and your fellow leaders should take note.

IBBA AFFILIATE LEADERSHIP RESOURCE MANUAL

PART III

General Information

I. Ongoing Expectations of:

Affiliates from IBBA

- Support for membership recruitment and retention
- Referrals from inquiries of parties with local interest
- Support and distribution of National events including its education and certification programs
- Confirmation with IBBA's affiliate policies, most importantly:
 - All board members should be members of IBBA
 - The affiliate must be incorporated as a not-for-profit organization
 - The affiliate should submit their by laws to IBBA for consistency
 - Affiliate leaders should attend IBBA Leadership workshops
- Recommend participation in all IBBA leadership sessions at national events.
- Links to IBBA websites (www.ibba.org, www.MASource.org)

IBBA from Affiliates

- Support of membership recruitment and retention
- Support of programs
- Recruitment of committee members for national activities
- Support of affiliate through:
 - Ongoing communication of education program opportunities
 - Availability of speakers coordinated with other area affiliates
 - Sharing membership list for affiliate mailings
 - Publishing affiliate events in *IBBA News*
 - Links to affiliate web sites
- Support of affiliate leadership through:
 - Continual updating of the IBBA Affiliate Resource Manual
 - Annual affiliate leadership meetings at the national conferences
 - Affiliate Committee meetings at IBBA Conferences
 - IBBA staff support
- Provision for offering support of brochure production, mailing, and other miscellaneous items

II. **IBBA Structure**

In order to better understand how IBBA can help you and who you should turn to for that help, the following is a list of how IBBA is structured:

IBBA Board of Directors

IBBA's Board of Directors is made up of the Officers (Chairman of the Board, President, First Vice President/Treasurer, Vice President/Education, Vice President/Public Relations/ Vice President/Membership and Secretary) and Directors.

IBBA Staff

Any one of the IBBA staff will be able to help you with general questions or requests, however, you will probably be working most closely with:

- Maurice "Moe" Desmarais – President
- Jennifer Goler – Operations Manager
- Julie Ferry – Education, Program Services
- Jessica Houston – Membership Coordinator
- Alison Davis – Association Assistant

Please refer to the Find a Broker section on the web site at www.IBBA.org for phone numbers and additional information.

III. **MEETING PLANNING**

There are many considerations that go into booking space for affiliate meetings and tending to all the details that make for a successful meeting can be overwhelming.

First, determine your meeting needs early. Hotels and banquet halls can fill up quickly so the sooner you set your dates, the better chance you have of securing your first choice. Most affiliates plan the dates for each quarterly meeting to be held through the year at the beginning of each year or in the fall of the prior year. It is typically easier to negotiate for rooms when you can commit to four meetings in the coming year. Among the questions you need to answer before you approach a hotel or banquet hall are:

- How many people will attend?
- How often will you need the room? And tentative dates
- How do you want the room set up? (i.e., classroom style, auditorium; banquet)
- What, if any, are your audio-visual needs?
- Will you need to book sleeping rooms?
- What type of food service will be needed?

Once you have answered these questions, it's time to pick a location that best suits your needs. For example, banquet halls are often less expensive than hotels but may not offer

the atmosphere you're after. Restaurants are a good choice for small groups. Conference centers typically offer more extensive audio-visual support. If you or your board members work for large corporations perhaps they have an auditorium or large meeting space that they make available to outside groups.

Talking Money

You want to get the most for your money so here are a few things to consider when you're negotiating for your meetings. First, negotiate in bulk if possible. If you'll be meeting quarterly at the same place for entire year, negotiate your rate as one lump sum. The same goes for negotiating food and beverage costs. Use your bulk buying power to reduce or eliminate room rental fee. Develop a good relationship with your salesperson and the General Manager of the property. Make them aware that your meetings take place. Discuss good things with them as well as problems. Also stress the value of your IBBA affiliate relationship that brings to the hotel leading local businessmen and women that could result in substantial collateral new business.

Recap Report

After the meeting is over, make a list of facts concerning the meeting. Include information such as how many people attended each function, your food guarantee vs. actual consumption and how many no-shows there were. Also keep track of how much money was spent on food, how much on audio-visual supplies and labor and any other services used. You can use this information to evaluate the meeting, and it is also useful for the next person in your affiliate who has to arrange future meetings. Provide attendees with evaluation forms for the program, speakers as well as the facility. Sample forms for all of the activities are available from IBBA.

IV. Membership Development and Retention

By focusing your affiliate programs on member needs, you have a better chance of attracting and keeping members. One very good way to get to know your members is with a membership survey. Surveys can provide you with a wealth of information about your affiliate members and they can be conducted simply and inexpensively.

A survey should consist of three major sections: membership profile, industry outlook profile, and IBBA involvement. The industry outlook section asks about business challenges and competitors, while the IBBA profile rates familiarity and satisfaction with various IBBA programs and benefits.

Information gleaned from these types of questions can be used to plan programs and services that address member needs and concerns. And when you do that you have a better chance of retaining current members and gaining new members.

You can ask for meeting topic suggestions, preferred meeting locations and times, and just about any other information you think would be helpful. Ask members to fill out the surveys before they leave an affiliate meeting or mail the surveys and follow-up by email.

Once the surveys are compiled, make sure your members know the results. If certain concerns emerge, make sure your members know that you realize these issues are important to them and that you will address them in future programs.

V. **PROGRAM DEVELOPMENT**

Coming up with a program topic that is timely, pertinent and compelling enough to draw out the masses and insure a successful meeting is a challenge faced by every IBBA affiliate. Obviously there are certain speakers and topics that will fill up the seats but you can't keep going back to the same people and programs.

- How can you pick programs that will attract attendees?
- How can you predict the response to a new topic or speaker?
- How can you "import" a speaker yet insure that your program doesn't lose money?

Use your meeting evaluation forms and surveys to be sure that the topics meet the needs of the attendees. Ask them to recommend speakers who they would like to hear. Ask whether any of them might be willing to put on a presentation of their own. Use your board members (however, sparingly) as speakers. Coordinate your meetings with other affiliates so if a speaker is going to be in your geographical area, you can share their expenses. Know your industry and its hot buttons. Call IBBA headquarters for suggestions.

Very often the difference between a marginal program and a very successful one – particularly with a new speaker or topic – lies in the positioning of the program. Make sure that you begin promoting very early (at least two months prior) and that you promote often. Talk it up at your next meeting send out at least two direct mail pieces (a "hold the date" postcard and the meeting brochure) and get your volunteers on the phone.

Remember that with any program, two factors are critical to its success:

1. It must address your member's needs and interests.
2. It must be promoted aggressively and consistently.

VI. **EDUCATION IS THE KEY TO IBBA AFFILIATE SUCCESS**

Most affiliates have a program chair who is responsible for choosing educational programming for affiliate meetings making it both a challenging and important position. Program chairs must balance the needs of business brokers with a wide variety of backgrounds and knowledge. They must provide programs that are useful for both owners and employees.

Education is the backbone of IBBA affiliates. Members take what they learn at the meetings and bring it back to their practices. They share the information with their employees and apply it to their particular business. All firms, even the smallest, have the same problems. There isn't much formal training for employees. Be sure that the affiliate meetings help to educate the industry.

Use these affiliates to promote the CBI and M&AMI programs. Use the affiliate budget to offer incentives for IBBA programs (give away a free course; a trip to IBBA's National Conference; national membership). Be sure you have arranged to grant continuing education credits for attending professionals.

Plan to have at least one full or half-day of an IBBA nationally-sponsored seminar each year. If your affiliate can support it, you might consider a two-day advanced workshop. You can coordinate this with IBBA's staff and the Education Chair.

PART IV APPENDIX

SAMPLE BYLAWS

_____ Affiliate

The International Business Brokers Association (IBBA)

1. **OBJECTIVES AND PURPOSE**

The objectives and purpose of the _____ Affiliate of the International Business Brokers Association shall be to promote knowledge of and interest in business brokerage via professional educational programs and objectives of the *The International Business Brokers Association (IBBA)*; to gain wider acceptance of business brokerage and administration as a profession and to enhance the general well-being and mutual interests of its members and the business brokerage community.

2. **MEMBERSHIP**

REGULAR MEMBER – Regular Membership in the _____ Affiliate shall be open to any individual actively engaged or otherwise interested in the business brokerage profession. Upon application and payment of dues as prescribed in the bylaws of the corporation, all members are entitled to participate in the election of the Board of Directors of the Corporation provided that only individuals actively engaged in planning, consulting and administration shall be eligible to serve as officers or directors of the corporation.

(Note: The definition of Regular Member in the _____ Affiliate is different from IBBA's. (In order for a member to have National voting rights, refer to IBBA's bylaws.)

A. Application for Membership

Applications must be submitted to the Secretary of the Affiliate on a form authorized by the _____ Affiliate. Upon acceptance by the Affiliate, the individual will immediately become a member of the association upon payment of the appropriate dues.

B. Dues

Dues shall be established annually. Membership will be \$ _____ per individual annually and not to exceed \$ _____ .

3. BOARD OF DIRECTORS

A. Subject to any limitations contained in the Bylaws, the policies and affairs of the association shall be controlled by the Board of Directors. The Board of Directors will consist of the Officers of the association and at least four other Regular Members. The total number of the Board of Directors shall be determined by the Board of Directors.

B. Director Vacancies

Vacancies occurring in the Board of Directors shall be appointed by the Board of Directors or a designate approved by the Board until the next annual meeting.

C. ELECTION AND TERM OF OFFICE

The Directors shall be elected at the Annual Meeting of the association and shall replace those Directors whose terms expire or who have resigned. Directors shall serve a ____-year term provided that the term of any Director serving as President or Vice President shall, if necessary, be further extended until that individual's term of office as President/ Chair or Vice President as the case may be, has concluded. Terms of office shall be calendar year.

4. OFFICERS AND ELECTIONS

A. Officers

The Officers of the Affiliate shall consist of a CHAIRMAN / PRESIDENT, VICE PRESIDENT (PRESIDENT-ELECT), SECRETARY, TREASURER, AND PAST-PRESIDENT. All of the officers shall be elected by the Board of Directors from among its members at the annual meeting of the Board of Directors and shall hold office for the term of one year or until their successors shall be chosen. No member may serve in the capacity of President or Vice President (President-Elect) unless he has previously served on the Board of Directors with the exception of the first year of the organization wherein the initial officers shall not be subject to such requirement.

B. Duties

1. PRESIDENT

The duties of the PRESIDENT shall be to preside at all meetings of the Affiliate. The President shall also act as Chairperson of the Board of Directors and preside at the board meetings. The President shall be ex-officio member of all standing committees. The President shall also generally act as Chief Executive Officer unless another is appointed to this position.

VICE PRESIDENT(S)

The Vice President(s) shall act as President / Chair in his / her absence and perform other duties as assigned by the President.

SECRETARY

The Secretary shall record all records of the Association, coordinate the voting for elections and conduct correspondence for the association.

TREASURER

The Treasurer shall maintain the officer to be heard in all financial records for the Association and have the care and custody and be responsible for all funds and property of the association. The Treasurer shall render a statement of the condition of the finances of the association at each meeting of the Board of Directors, and at such other times as may be required including the annual meeting.

PAST PRESIDENT/CHAIR

The Past President / Chair shall be that individual who immediately supersedes the current President / Chair and who is also a member of (Affiliate name) in good standing

5. REMOVAL The Board of Directors may remove for cause, any officer by a two thirds (2/3) VOTE or any regular meeting, or special meeting called for that purpose, provided however that at least twenty(20) days notice shall be given and an opportunity granted

6. VACANCIES The Board has the power to fill vacancies by choosing a person eligible and also has the power to establish the number of directors at not less than ____ and not more than _____ voting directors to be elected by the voting members.

Vacancies on the board shall be filled by a vote of the majority of the remaining directors. A replacement director shall complete the remaining portion of the term of the director replaced.

7. EXECUTIVE COMMITTEE The Board of Directors may elect from its members an Executive Committee with specific authority to act with the President between meetings of the Board. The Executive Committee shall consist of the President, Vice President, Secretary and Treasurer and any other members so chosen by the Board. The Committee shall act with specific authority to conduct the business of the association between meetings of the Board.

8. BONDING. All financial officers and employees (if any) shall be bonded at the expense of the Association in such amounts as directed by the Board of Directors.

9. BY-LAWS. The Board of Directors shall compile and publish by-laws as may be required from time to time.

10. DUES. The Board of Directors shall establish dues for the various classes of membership on a fair and equitable basis, the dues scheduled shall be published. Members who fail to pay their dues or mandatory assessments within 90 days from the time they become due shall be given written notice that they are suspended from membership. Members who fail to pay their dues and assessments before the period of suspension ends shall be without further notice and without being dropped from membership and forfeit all rights and privileges of membership, provided however, that the Board of Directors may by rule prescribe procedures for extending the time for payment of dues and assessments and continuation of membership privileges at the member's request and for good cause shown.

11. BUDGET. The Finance Committee of the Board of Directors shall propose a budget for consideration by the Board in the fourth quarter of the fiscal year of the Association. The Board shall act on the budget at that meeting.

12. DEPOSITS. All funds of the Association shall be deposited from time to time to the credit of the Association in such banks, trust companies or other depositories as the Board of Directors may select.

13. GIFTS. The Board of Directors may accept on behalf of the Association any contribution, gift, bequest or devise for the general purposes or for any special purpose of the Association.

14. NOMINATIONS. At least three months prior to the Annual Meeting, the President shall appoint a Nominating Committee, subject to the approval of the Board of Directors, whose duty will be to select a nominee for each officer and director and to make such communications at the Annual Meeting. Independent nominations for officers and directors may also be made if received by the Secretary at least 10 days prior to the Annual Meeting.

15. COMMUNICATIONS EQUIPMENT. Meetings of the members may be held through the use of a conference telephone or other communications equipment by means of which all persons participating in the meeting can communicate with each other. Participation in such meeting shall constitute attendance and presence in person at the meeting of the person(s) so participating.

16. BOARD MEETINGS. The Board of Directors shall meet at least ____ time(s) a year. A majority of the whole Board shall constitute a quorum at any meeting of the Board; any less number may adjourn from time to time until a quorum is present.

17. COMMITTEES. The purpose of any committees shall be to bring together people with interest with interest in a common function. The Board of Directors shall designate the Committees to be appointed, both Standing and Special, and shall approve instructions under which they are required to function. The President shall have the power to appoint all committees and to designate committee chairs.

Standing Committees shall be provided for in the by laws. Brief and accurate minutes of all committee meetings will be promptly furnished to the Board of Directors. Recommendations and requests of committees will be subject to approval by the Board of Directors.

Each Committee shall have a charter and may adopt rules and guidelines for its own governance not inconsistent with these by laws or with the rules and guidelines adopted by the Board of Directors.

18. FISCAL YEAR. The year for fiscal purpose, dues and budgets shall commence on the first day of January and end on the 31st day of December.

The year for holding all offices, whether elected or appointed, shall commence on the first day of January and end on the 31st day of December.

19. AMENDMENTS. These by-laws may be amended at a regular or special meeting by a majority vote of the voting members present in person or by proxy, provided that due notice of the proposal to amend shall have been submitted to the entire membership at least 30 days prior to the date of the meeting or by mail ballot. If submitted to the voting members by mail, facsimile, telegram, cablegram or any other means of electronic or telephone transmission, notice of the proposed amendment shall be submitted to the entire membership, but only voting members shall receive ballots which must be returned within 30 days of the postmark date of the notice of amendment in order to be counted. A proposed amendment must receive a majority of the votes cast to be approved, provided, however not less than ____% of the voting members must cast ballots to constitute a valid election.

20. INDEMNIFICATION

The association shall indemnify any and all of its current or former officers, directors, committee members, staff, agendas against expenses, judgments, decrees, fines, penalties and amounts paid in defense or settlement of pending or threatened civil or criminal proceedings or other claims in which they or any of them are made parties to in connection with or related to their being or having been officers, directors, committee members, agendas or staff to the full extent permitted by law.

21. INSURANCE

The Association may purchase and maintain insurance on behalf of the Association and any person who is or was serving the Association as an officer, director, committee member, or agent against any liability asserted against the Association or

such persons in connection with or related to matters whether or the Association would have the power to indemnify such person(s) against such liability.

DISSOLUTION AND DISTRIBUTION OF ASSETS

The Association shall use its funds and assets only to accomplish the objects and purposes specified in these by laws and no part of said funds and assets shall inure or be distributed to the members of the Association. On dissolution, any funds or assets remaining after payment of the Associations obligations shall be distributed to one or more regularly organized or qualified charitable, educational, scientific or philanthropic organizations or business organizations to be selected by the Board of Directors.

AMENDMENTS

Date



Articles of Affiliation and Agreement
Between the _____ Affiliate and the
the *International Business Brokers Association (IBBA)*

SECTION I GENERAL

1.1 The *International Business Brokers Association* (hereinafter referred to as "IBBA") is an international trade association including voluntary affiliated organizations world wide.

1.2 This affiliation provides both the mutual rights and responsibilities of IBBA and the Affiliate in their relationships with each other.

1.3 The parties to this affiliation exist with one common purpose, to foster the interests of their mutual members. In order to distinguish the role of IBBA from that of the Affiliate, this agreement has been signed by both parties which are hereby committed to lend every effort to observe the intent of its provisions.

1.4 This affiliation is between IBBA and the _____ (herein referred to as "Affiliate").

1.5 The following articles of affiliation shall constitute this document. From time to time, this document may be amended by a majority vote of the IBBA affiliate presidents and the IBBA Board approval.

SECTION II : RIGHTS OF AFFILIATE

2.1 Affiliate shall have the right to receive from IBBA an affiliate charter, banner, Affiliate Handbook, and other materials established by IBBA's Board of Directors.

2.2 Affiliate has a right to have a representative attend IBBA national affiliate organizational meetings at the affiliates or individuals expense and participate in all national affiliate meetings and teleconferences.

2.3 Affiliate has the right and is encouraged to sponsor conferences, seminars and other educational and technical meetings which relate to the brokerage profession.

2.4 Affiliate may adopt a membership dues rate and structure to accommodate the particular revenue requirements of the Affiliate.

2.5 Affiliate may purchase administrative and organizational assistance and limited services and materials from IBBA and have the right to reproduce them when requested in writing from IBBA headquarters.

SECTION III: OBLIGATIONS OF AFFILIATE

3.1 Affiliate shall be organized as a 501 ©(6) not for profit association and shall operate as a legal entity separate and apart from IBBA, or operate as an unincorporated association or any other type of legal entity or organization. IBBA and Affiliate may not incur any liability, obligation or expense on behalf of each other, notwithstanding that IBBA may extend insurance coverage to Affiliate under a policy or policies of insurance. Affiliate shall establish and practice sound fiscal policy and shall at all times maintain financial self-sufficiency. The Affiliate shall be responsible for the Affiliate's accounting procedures and shall maintain proper receipt and expenditure records consistent with IBBA and Affiliate Bylaws. Affiliate shall be responsible for its own fiscal needs, dues structure, collections of dues, maintenance of records, filing tax returns (if any), legal documents and any other matters common to a separate legal entity but in all cases consistent with Affiliate Bylaws.

3.2 Affiliate shall adopt its own bylaws consistent with Bylaws for Non-Profit organizations and be subject to the approval of IBBA. By laws should also provide for the administration and regulation of the affiliate that shall not conflict with the Bylaws, operating Procedures, and policies of IBBA.

3.3 Affiliate shall provide to IBBA copies of its bylaws, press releases and notification of its educational programs and seminars as well as its annual meeting of officers and directors.

3.4 Affiliate may not make any representations regarding policies or positions of IBBA except in conformance with written policy statements duly adopted by IBBA.

3.5 Affiliate may endeavor to provide that the interests of all its members are fully and properly represented and to observe antitrust, tax and other legal requirements applicable to its activities.

3.6 Affiliate should cooperate in achieving the objectives of IBBA and IBBA should cooperate in achieving the objectives of the affiliate.

3.7 Affiliate may assist IBBA in setting up and carrying out its various IBBA programs and activities.

3.8 Affiliate should encourage the advancement of the brokerage profession.

SECTION IV: TERMINATION OF AFFILIATE

4.1. This affiliation agreement and all of the rights and obligations created hereunder shall remain in full force and effect unless terminated by either party upon 60 days written notice to the President of the Affiliate and the President of IBBA.

4.2. Upon termination, Affiliate shall cease using the name IBBA and all other rights and privileges associated with being chartered by IBBA. Any and all properties and funds belonging to IBBA or the Affiliate shall be returned to the appropriate parties.

4.3 The Board of Directors of IBBA shall have the authority to revoke the Affiliate's charter and this affiliation agreement if Affiliate is determined to be guilty of conduct contrary to the best interests of IBBA or in conflict with the bylaws, policies or procedures of IBBA or the affiliate bylaws. In such circumstances, affiliate shall have the right to be present and to participate in such Board Meetings and shall have all of the rights and privileges of fairness and due process.



IBBA AFFILIATE ADOPTION

The undersigned hereby petitions the Board of Directors of the International Business Brokers Association (IBBA) for continued recognition as a duly chartered affiliate of the International Business Brokers Association.

Henceforth the name shall be " _____ " Affiliate of IBBA as the one chosen for recognition by IBBA.

WHEREAS, WE TOGETHER FORM

An *Affiliate* of the *International Business Brokers Association* whose purpose is to enhance the professionalism of our members in the business brokerage industry by offering comprehensive educational programs, by supporting certification programs with a professional designation and by promoting local affiliates to provide opportunities for self-improvement to all members and interested parties.

AND WHEREAS, WE TOGETHER

have read the above-mentioned Articles of Affiliation and do hereby agree that this affiliate shall abide by this agreement.

NOW THEREFORE,

We hereby this ____ day of _____, 20__, petition the International Business Brokers Association for recognition as a duly chartered local affiliate of the International Business Brokers Association and agree to abide by all the provisions as set forth in this document.

The _____ of IBBA

By: _____
President

By: _____
Secretary

By majority vote, the board of directors of the *International Business Brokers Association* hereby agrees to the foregoing Articles of Affiliation, by laws and recognizes the _____ Affiliate of IBBA as a duly chartered affiliate of the

International Business Brokers Association and hereby grants permission to operate as an authorized affiliate.

Entered on this _____ day of _____, 20__, this agreement governs the relationships of the parties, and their mutual responsibilities and obligations.

INTERNATIONAL BUSINESS BROKERS ASSOCIATION

By: _____
President

By: _____
Chairman of the Board



Affiliate Field Course Instructions and Recommendations



Through IBBA University, business brokerage professionals are able to advance their understanding of the industry and sharpen their skills, enabling them to become more successful in business. By taking the appropriate courses, members can earn the prestigious Certified Business Intermediary (CBI®) and M&AMI Merger and Acquisitions Master Intermediary designations. These credentials tell the world of your personal level of commitment to the brokerage business.

All of IBBA's courses are available for instruction to Local and Regional Affiliates who are actively a part of IBBA. It is preferred that courses be given through local, state or regional affiliates. However, consideration shall be given to non-affiliated entities as well. **IBBA Headquarters must approve all field courses. Courses may not be offered by any affiliate group within 1000 miles of an IBBA Conference for Professional Development for the 45 days prior to and following the conference.** Please read all of the enclosed materials prior to requesting a course.

Prior to Field Course:

1. The affiliate will designate one contact person who will communicate with IBBA Headquarters to facilitate the scheduling and implementation of the course.
2. At least 45 days prior to the date of the event, IBBA Headquarters should be notified of the date and location of the course by completing and completing the Field Course Request form
3. IBBA Headquarters Staff will notify the IBBA University approved instructor of your request. (The affiliate may not schedule local instructors who are not certified by the IBBA Education Committee to teach the course. Use of a non-approved instructor will prohibit the students from receiving IBBA educational credit, even though the use fee has been paid. The Education Committee will provide a list of certified instructors to IBBA Headquarters.)
4. The instructor will contact you to discuss fees (in accordance with the IBBA reimbursement program), course details and to accept or decline the offer. (The affiliate will be totally responsible for all expenses involved in producing the event, which normally will include the instructor expenses, facility charges, any meal costs, and all promotional costs incurred. IBBA will not be responsible for any payment related to the affiliate event.)
5. There is a mandatory use fee of \$95.00 per student per course (4hr, 8hr or 16 hr) for use of the IBBA University materials to be paid directly to IBBA, regardless of the student's IBBA membership status. Each individual student will make his/her payment to the designated affiliate representative who will in turn provide one (1) check to IBBA Headquarters. All non-IBBA members attending the course will be levied the use fee as well. (ex: 10 students = one check for \$950) The use fee covers the cost of the course verification forms, course materials, instructor text, final exam and retention of course credits at IBBA Headquarters.

Course credits are eight hours per day (or as otherwise indicated). In order to include sufficient hours the following schedule is recommended:

8:30 a.m. - 10:00 a.m. Course
10:00 a.m. - 10:30 a.m. Break
10:30 a.m. - 12:00 p.m. Course
12:00 p.m. - 1:00 p.m. Lunch
1:00 p.m. - 3:00 p.m. Course
3:00 p.m. - 3:30 p.m. Break
3:30 p.m. - 4:00 p.m. Review
4:00 p.m. - 5:00 p.m. Exam

6. Once the course instructor and dates have been confirmed you must immediately notify IBBA Headquarters.
7. Staff will post the course/conference information on the Affiliates page of the IBBA Website.
8. Staff at IBBA Headquarters will determine on a case by case basis the date that final attendee numbers will need to be established for printed materials.

Within **seven** days after the completion of the Field Course:

1. Affiliate group should mail the white and yellow copies of the Course Verification Form to IBBA Headquarters.
2. Affiliate group will mail **one** check for **Total Course Fees**.

Instructor Fees for offering an IBBA Field Course

1. Standard Instructor Fees: Instructor(s) fees payable directly to instructor at time of course presentation:

One-half day course: \$500
One day course: \$700
Two day course: \$1,400
2. Transportation: The travel allowance for instructor includes local transfers, round-trip coach airfare or best-cost airfare. This amount should be agreed upon between the instructor and the sponsoring organization before travel commences.
3. Lodging: Allowable room rates are those being charged for the site hotel or other hotel approved by the sponsoring organization. The allowance includes room costs for two nights for one-day and half-day courses and three nights for two-day courses.
4. Meals: The recommended per diem for meal and personal expense is up to \$50 per day of instruction (\$30 per half-day courses).
5. Miscellaneous: Out of pocket expense as required by the course instructor. These expenses may include audio/visual equipment and reproducing of course materials/handouts.

Request Form for IBBA University Field Course

(Please photocopy and when applying for multiple courses)

Applicant:

Affiliate/Group: _____

Contact: _____

Address: _____

City: _____ State/Province _____ Zip/Postal Code _____

Country: _____

Phone: _____ Fax: _____

Email: _____

Course:

Course # _____ Name of Course _____

Date Course is being offered: _____

Location for course: City: _____ State: _____

Number of students expected: _____

Instructor 1 _____

Instructor 2 _____

I have read the IBBA University Field Course Rules and Regulations and agree to the terms.

Signature

Date

For Headquarters use only:

Instructor available: _____

White and Yellow copies of CVFs received: Qty: _____ Date: _____

Fee Received: Date: _____ \$ _____

Batch: _____

Yellow CVFs mailed: _____ Date: _____

