



marked for greatness[™]

AMERICAN PAINT HORSE ASSOCIATION

State Director Guide

As a member of the APHA State Directors, your peers have chosen you to lead APHA. You may be new to this position, but even if you've been a state director for many years, keeping up with the dynamic and ever-changing equine community is important. Things change, sometimes daily.

The function of the state directors is three-fold, to:

- Advise the Board of Directors on matters of programs, services, and policy via resolutions.
- Review and make modifications to the APHA rulebook when necessary
- Elect members of the Board of Directors.
- Create and act on any resolution to the Board of Directors, which includes rule changes

You also have specific legal and fiduciary responsibilities to the members of the association that are more clearly defined in the bylaws. You should read the bylaws carefully.

As a state director, you will be working in cooperation with the Board of Directors, your fellow state directors and your membership. This orientation is designed to help you achieve your goals and make your mark as a state director.

APHA State Directors embody the strength of APHA. Service as an APHA state director is both a ***privilege and a unique responsibility***. Each plays a significant role in maintaining the integrity of APHA, its productivity as an organization and enhancing the loyalty of its members. Similarly, APHA state directors should strive to ***support the organization in what they say and do*** and encourage Paint Horse ownership and participation in their respective regions. At its roots, taking care of members is what directorship is all about. We call it, MemberCare.

The duties of state directors rest on these seven MemberCare tenets:

- We never end our quest to find better ways.
- We concern ourselves with what's right rather than who's right.
- We encourage the success of others.
- We know Members don't expect perfection; they expect us to solve their problems.
- We know that every contact with a member determines if he or she will return.
- We give members more than what they expect.
- We value the fact that enthusiasm is contagious and we spread it.

We want to help you practice these MemberCare tenets as a way to grow APHA's reputation for the greatest service in the equine industry. The only way we can do that is if APHA staff, State Directors and Board of Directors work to this end.

Outstanding APHA State Directors are always looking for better ways to accomplish the goals of APHA. Each new state director will receive a copy of the APHA strategic plan. This plan is our road map to the future. One of your duties as a state director is to help execute the strategic plan by working with staff and Board of Directors through your assignments to one of APHA's standing committees. The most talented state directors know and understand:

- the rules of registration
- how members can go about modifying existing rules
- how they can most fully participate in APHA governance

State directors should answer questions that members have or directly assist them in finding answers through APHA staff or through other members. This helps create a productive and open atmosphere for members who need to know that they have a knowledgeable advocate in their region.

State directors should know a significant cross section of members in their respective regions. They should also seek to know members who show Paint Horses in APHA shows, open shows, race and those who ride Paint Horses recreationally. It's critical for state directors to represent the **full spectrum of Paint Horse ownership**. Nothing is more ineffective than a state director who has a single agenda and is unaware of the needs of all of his or her members. Great state directors encourage Paint Horse Owners to get involved in organized Paint Horse activities by introducing new members to other members who represent various Paint Horse disciplines.

Focus on the what and not the who

It's awfully easy to focus on the "who" and not on the "what". Outstanding state directors treat all of their constituents equally and strive for what's right rather than to worry too much about who is right.

Leaders emerge in part because they are admired by those they serve. They make and keep promises. If you don't have the answer for one of your members, then make it your responsibility to find the answer and communicate it back; or turn it over to the staff member.

The best APHA state directors are servant leaders who maintain close associations with Paint Horse owners in their states and around the world. They mentor other leaders and support initiatives that improve the Paint Horse world as a whole, regardless of whether it fundamentally improve their personal opportunities with Paint Horses. When they talk about Paint Horses, they do so with passion and promote all of the disciplines to which Paint Horses have become outstanding ambassadors in the horse world.

Servant Leaders

The best state directors are honest and promote other members and horses. They are the first to stop rumors and the first to build up those who are discouraged by the thoughtless comments of others. Moreover, the most outstanding APHA state directors are loyal. They seek to improve APHA programs rather than jumping to other organizations when they are discouraged. They create loyalty among other members by being involved and visible at shows, races, trail rides where Paint Horse owners may congregate. They become known as Paint Horse owners by those who don't own Paint Horses.

Events are the best way to network with other Paint Horse owners. It's also a great way to learn about the needs, concerns and hopes that members express. It's also one of the best ways for directors to develop new ideas and new ways of looking at how the ever-changing Paint Horse industry is evolving. They spot concerns and issues and relay them to APHA's staff and Board of Directors while they are still small and easily resolved.

Making members feel welcome and encouraging their success is another way for directors to influence APHA membership. That can be as simple as a pat on the back during an APHA show, a kind note of encouragement or a referral to an APHA trainer when they become aware of someone who is looking for help in the show ring. The best APHA state directors listen to their constituents and effectively communicate with APHA staff and Board of Directors as partners in developing the Paint Horse. State directors represent the association's eyes and ears in the field, and they are able to consider the views of

others rather than merely what personally impacts them. They listen rather than argue and respect other APHA members who develop opinions contrary to their own.

Contact information

To keep this flow of encouraging communication between directors, staff and Board of Directors, state directors must ensure that APHA always has an up-to-date address, phone numbers and email addresses. It is particularly important that APHA have a working email address for each state director. This is the least expensive and fastest way to communicate between staff and directors. ***Truly adventurous state directors spend time on social media spaces communicating the virtues of their Paint Horse lifestyle in a positive and constructive way.***

Problem solving

Social media like Facebook and Twitter help promote the Paint Horse breed in ways that the central office can't. In addition, state directors can also identify and positively respond to social media communication that might inaccurately reflect the Paint Horse world or an APHA policy or rule. APHA state directors are not perfect, but the best state directors focus their attention on solving problems. That can be through communications with the Board of Directors or with APHA staff. One of the best ways to help solve member problems is to have a detailed understanding of APHA and regulations.

A serious state director's enthusiasm can infect others in numbers that we can hardly imagine. Pretty soon it becomes an epidemic.

Enthusiasm

The most outstanding directors consider the impact of their enthusiasm on those around them. Encouraging and enthusiastic people draw crowds. They attract people who want to be infected by the same bug. Praise APHA members publicly and privately help those who haven't yet caught the enthusiasm bug. And don't forget you have an enthusiastic and able staff to help you out any time.

Familiarize yourself with the official responsibilities of state directors as outlined in the APHA Official Rule Book. Article VI specifically covers the election of the State Directors. To help you even more, please reference our website. There you will find everything from the purpose of the standing committees, the mission statement of APHA, the history of the breed and so on.

Sharing your knowledge and experience with new and prospective members is important, as is sharing who you know. The best state directors also share contact information about possible donor or corporate partner prospects with APHA staff. We are always exploring relationships that will give members reasons to keep their memberships current and make membership more valuable.

Below is the APHA Code of Conduct. It should be pledged by all leaders of the Association. Your signature ensures that you will participate in all ways in the best interest of APHA at all times.

Leadership code of conduct

The following are general principles each director/alternate/ committee member should use to evaluate his conduct in meeting his responsibilities to the Association's Board of Directors, General Membership and Executive Committee. Any question of impropriety should be brought before and decided by the

Disciplinary Committee. By adoption of these rules, the Board of Directors recognizes that ultimate success of the Association and its programs depends, to a large degree, on the sound judgment and unbiased attitude of a few, who are its Representatives, entitled State Directors, Alternates or Committee members.

1. **Conflict of Interest:** A director/alternate/committee member shall avoid a business or personal situation having a potential for conflict with his responsibilities to the Association, or which could tend to compromise his first duty to further the purposes and policies of the Association or appear to conflict with them.
2. **Self-Interest:** A director/alternate/committee member shall refrain from the use of the Association, its personnel or property to further his own purposes or business gain and shall avoid situations or receipt of benefits that hint of favoritism. A director/ alternate should not use his/her position for personal gain.
3. **Confidentiality:** A director/alternate/committee member shall provide an atmosphere which allows for candid and frank discussion of personal views. Said director/alternate/ committee member shall not divulge information deemed to be confidential.
4. **Opposing points of view:** A director/alternate/committee member will endeavor to foster harmonious relationships with other committee members by frank and good faith discussion in meetings, and, at all times be open minded, recognizing that expression of opposing views is often healthy to ultimate committee decision.
5. **Pending litigation:** To coordinate the Association's defense and approach to the case, a director/alternate/committee member shall avoid individual discussion with a litigant, potential litigant, or third parties concerning any pending or threatened litigation against the Association, and shall refer all inquiries to the Executive Director.
6. **Social Media outlets:** A director/alternate/committee member shall refrain from making comments or "likes" on social media outlets that could be seen as detrimental to the American Paint Horse Association, its members, APHA staff, Executive Director and/or Board of Director members.
7. A committee member shall abide by the Committee Attendance Policy. A committee attendance violation occurs when one of two thresholds is reached: 1) The member has two consecutive unnotified absences ("unnotified" means the member did not notify ahead to the chair, vice chair and staff liaison via email before the upcoming meeting to indicate they would not be able to attend the upcoming meeting) or, 2) The member has three consecutive notified absences.

We hope you find the following information helpful as you start or continue your relationship as a leader of the American Paint Horse Association.

General Membership Meeting

The annual meeting of the membership is held in conjunction with the Convention. The Association's progress report is presented by the Executive Director along with introductions of the Board of Directors, APH Foundation Board, Nominating Leadership and Development Committee and few other reports of interest to all members of APHA.

State Directors Meetings

Currently the APHA State Directors hold two meeting during convention which are called session 1 and session 2. Session 1 is where roll is called for State Directors, installation takes place, previous meeting minutes are approved, standing committee reports are given from previous meetings held during convention and rule changes are presented for amendment only.

Board Session 2 is held the following day and consists of roll call, election of the next Board of Directors, election of the next Nominating and Leadership Development Committee, and final voting on the rule change proposals presented.

Director Installation and Roll Call

Once you are elected to the APHA State Directors you will be installed at the following year's State Directors' meeting at Convention. Roll is called during the State Directors' meeting Session 1 and Session 2. Attendance is recorded and will be published in the State Directors' meeting minutes.

Voting Alternates

Alternates will have voting privileges during State Directors meetings in the absence of their area's elected directors and will be designated voting alternates. Alternates may not vote in the absence of directors-at-large from their area, or directors appointed for reasons other than to fill allocated positions. During the State Directors meeting roll call, voting alternates will be provided a voting card to be signed. They will be identified as a voting alternate.

So, there you have it -- an opportunity to serve the second largest equine member association in the world and a chance to help others learn about the American Paint Horse and its member association.

Congratulations on your election. Here's to the next 60 years.