

Dwarf Iris Society

Leadership Manual

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Introduction

This manual details the roles and responsibilities of the leadership team of the Dwarf Iris Society, including officers, directors, committees, and other positions as established by the board. It also documents the policies and procedures under which the society operates.

The society bylaws establish the essential provisions of the society's structure and functioning, and ensure that the society meets legal requirements for operation as a nonprofit corporation. The bylaws thus present a framework that is expected to be enduring as the society evolves and grows. The bylaws can be revised only by a vote of the full membership.

In contrast, the contents of this leadership manual are intended to be flexible and to accurately document the details of our operating practices at any given time. Frequent review and revision by the board is encouraged. This document consists of three sections:

Roles and Responsibilities enumerate the tasks for which each officer (or other leadership position) is responsible, or routinely performs in the course of their duties. These enumerations are intended to be as complete and explicit as possible, so that a person coming into the position can properly fulfill all the tasks of the position.

Policies establish general rules of operation and conduct, and serve to guide the decision-making of the society in a range of different situations. Policies do not detail how tasks are to be performed, but rather articulate the principles and boundaries of operation as established by the board.

Procedures provide step-by-step instructions for performing particular tasks. Procedures are maintained by the responsible officer, committee, or other position-holder. Minor revisions may be made with approval of the president. Major revisions entailing policy changes or impacting society finances must be approved by the board.

This leadership manual is intended to serve multiple purposes:

- to address questions of responsibility, procedure, and process as they arise,
- to orient new members of the leadership team to their own roles and to the norms of the society, and
- to document the operation of the society in sufficient detail that important information will not be lost as a consequence of personnel changes.

This document may be revised as needed by action of the board.

Leadership Structure

Officers, as stipulated in the DIS bylaws:

- president
- vice-president
- secretary
- treasurer

Directors, up to 9.

The board, comprising the directors and officers.

Other positions:

- Membership secretary
- *Portfolio* editor
- *Tiny Talk* (e-newsletter) editor
- Checklist editor
- Plant sale coordinator
- Seed sale coordinator
- Webmaster
- Social media liaison
- Preservation director
- Display gardens coordinator
- Database custodian
- Archivist
- Symposium coordinator

Standing committees:

- Nominating
- Editorial
- Membership (currently inactive)
- Finance (currently inactive)
- Scientific

Roles and Responsibilities of Officers and Directors

1. Participate in all board meetings if possible.
2. Keep informed regarding all matters brought to the attention of the board.
3. Respond promptly and professionally to all inquiries regarding society business.
4. Directors are encouraged to assume an additional position or committee chair. Decision makers should also be active contributors.
5. Officers, committee chairs, and holders of other positions should report to the board, in writing, prior to each quarterly board meeting.

Board Roles and Responsibilities

1. Ensure that the society operates in a legal, ethical, and professional manner.
2. Ensure the financial health of the society. Approve all changes to society activities that are likely to significantly affect income or expenses.
3. Authorize any new society activities, or suspension of existing activities.
4. Elect all officers, excepting the president, who is elected by the membership.
5. Set policy for the society. Approve bylaws, procedures, and other official operating documents.
6. Authorize nonroutine expenditures greater than \$100.
7. Serve as final arbiter of all matters pertaining to the society.
8. Perform other duties in accordance with the society's bylaws.

President Roles and Responsibilities

1. Ensure that the society operates in a legal, ethical, and professional manner.
2. Ensure the financial health of the society.
3. Oversee and coordinate the work of officers and committees. Serve as ex officio member of all committees.
4. Appoint chairs of standing and ad hoc committees, and other non-officer positions.
5. Preside at quarterly board meetings and other meetings as needed, according to procedure *Conducting Board Meetings*.
6. Keep the board fully informed regarding all matters falling under the purview of the board. Prior to each regular board meeting, report on any activities performed on behalf of the society.
7. Authorize nonroutine expenditures less than \$100, or emergency expenditures up to \$500 with prompt notification of the board.
8. Serve as liaison to the American Iris Society and other organizations.
9. Annually review procedures and policies not specifically assigned to holders of other positions, and revise as needed.
10. Perform other duties at the request of the board.

Vice President Roles and Responsibilities

1. Act in the place of the president when the president is unavailable.
2. Maintain familiarity with all society activities and procedures.
3. Serve as president should the presidency become vacant.
4. Prior to each regular board meeting, report on any activities performed on behalf of the society.
5. Perform other duties as directed by the president or board.

Treasurer Roles and Responsibilities

1. Manage the DIS bank account (currently with Wells Fargo Bank).
2. Record all income and expenses and present an itemized year-to-date report prior to each regular board meeting, or at other times at the request of the president or the board.
3. Archive all treasurer's reports on the DIS Google Drive.
4. Issue routine payments on behalf of the DIS, and special payments at the request of the president or the board.
5. Deposit any checks received, at least once per month.
6. Manage the DIS Paypal account, issuing Paypal invoices as requested by the membership secretary, sale chairs, president, or board, and tracking completion of payments.
7. Maintain the incorporation of the DIS in the state of Georgia by filing the annual registration and paying the associated fee. Archive documentation on the DIS Google Drive.
8. Maintain IRS tax exempt status by filing IRS form 990-N.
9. Perform other financial duties as directed by the president or board.

Secretary Roles and Responsibilities

1. Keep minutes of regular and special board meetings according to procedure *Conducting Board Meetings*, recording at a minimum all decisions made. Summary of discussions should also be included where practical.
2. Archive all minutes on the DIS Google Drive.
3. Tabulate any votes of the membership (according to procedure *Membership Elections and Referenda*) or board, and report final results to the board. Archive voting results on the DIS Google Drive.
4. Maintain the list of officers and committee assignments, including term expiration dates.
5. Prior to each regular board meeting, report on any activities performed on behalf of the society.
6. Perform other record-keeping duties as directed by the president or board.

Membership Secretary Roles and Responsibilities

1. Maintain an up-to-date and accurate membership roster, including at a minimum membership type, expiration date, postal address, email address, and recent payment information, following procedure *Maintaining the Membership List*.
2. Provide quarterly summaries to the board of year-to-date changes in membership, broken down by type, and report on any other activities performed on behalf of the society.
3. Archive the membership list on the DIS Google Drive, at least monthly.
4. Collect dues payments and forward to the treasurer, at least monthly.
5. Ensure that members are notified of expiring membership at least 60 days in advance. NOTE: This task is presently performed by the *Tiny Talk* editor, who includes expiration notices in the October newsletter. The membership secretary should verify that this is being done.
6. Annually review the procedure *Maintaining the Membership List* and revise as needed.
7. Respond promptly to membership inquiries.

Plant Sale Coordinator Roles and Responsibilities

1. Coordinate the annual plant sale in accordance with the procedure *Coordinating the Plant Sale*.
2. Retain plant sale records on the DIS Google Drive. These records should include the sale listing, documentation of individual sales, reports to the board, and spreadsheets or other documents summarizing sales.
3. Report to the board following the plant sale, and at other times as needed. Reports should include information on the number of collections offered and sold, number of individual sales (to members and nonmembers), and revenue totals.
4. Annually review the procedure *Coordinating the Plant Sale* and revise as needed.
5. Communicate with donors, buyers, and other involved parties in a timely and professional manner.

Seed Sale Coordinator Roles and Responsibilities

1. Coordinate the DIS seed sale in accordance with the procedure *Coordinating the Seed Sale*.
2. Retain seed sale records on the DIS Google Drive.
3. Report quarterly to the board on the progress of the sale.
4. Annually review the procedure *Coordinating the Seed Sale* and revise as needed.
5. Communicate with donors, buyers, and other involved parties in a timely and professional manner.

Editorial Committee Roles and Responsibilities

These roles and responsibilities apply directly to the editor, and to other members of the editorial committee as the editor's designees.

1. Prepare the annual Dwarf Iris Society *Portfolio* in accordance with the procedure *Preparing the DIS Portfolio* and the *DIS Editorial Policy*.
2. Retain the *Portfolio* and connected documents on the DIS Google Drive.
3. Maintain a style guide for DIS publications.
4. Prepare the symposium ballot insert.
5. Assist with other DIS publications as directed by the president or board.
6. Annually review the procedure *Preparing the DIS Portfolio* and revise as needed.
7. Communicate with potential publication contributors in a timely and professional manner.
8. Report quarterly to the board on the status of the *Portfolio* (and other publications, as applicable).

DIS Editorial Policy

GENERAL INFORMATION

The purpose of this policy is to provide guidance for the preparation of the DIS *Portfolio* and other society publications, including the *Tiny Talk* newsletter and the DIS website. It is recognized that changing circumstances will require flexibility, so the provisions of this policy should not be interpreted too rigidly.

CONTENT

In order to serve our membership and promote the society to nonmembers, it is important to maintain a balance of content that will appeal broadly to different readers with different levels of expertise and different areas of interest. The following sections provide targets for keeping appropriate balance. It is recognized that departures from these targets will often be necessary based on the material available. Where possible, an imbalance in one publication can be redressed in subsequent publications.

MDB vs. Non-MDB Content

The DIS board, through our bylaws, has endorsed expanding the editorial scope of our publications and other outreach beyond the MDB class, to include other types of irises of small stature: SDBs, arilbred dwarfs, reticulatas, dwarf species, and dwarf beardless irises under 16 inches in height. At the same time, the bylaws affirm promotion of MDBs as the primary mission of the society. A target of $\frac{3}{4}$ MDB content and $\frac{1}{4}$ non-MDB content ensures variety while maintaining a focus on MDBs as our primary subject matter. For non-MDB content, each of the types listed above should receive some attention, if possible. An exception is the SDB class which is covered extensively by the Median Iris Society.

Technical vs. Nontechnical Content

Rich technical content is important to establishing our publications as substantial sources of information. On the other hand, our publications need to be accessible and interesting to newcomers and to other readers who lack technical expertise or interest. Examples of technical topics include hybridizing, genetics, botany, plant physiology, etc. Examples of nontechnical topics include varietal comments, cultural advice, history, conservation, awards, etc. A target of $\frac{2}{3}$ technical content and $\frac{1}{3}$ nontechnical content ensures that our publications are an important resource of technical information without presenting barriers to nontechnical readers.

Balance within the MDB Class

The MDB class encompasses irises from different breeding backgrounds that exhibit many different qualities. From the delicate wildflower charm of species such as *Iris pumila*, through the colorful and cheerful historic MDBs, to modern cultivars with width, ruffling, and diverse colors and patterns, all types have their devotees amongst our membership. Our publications should serve to represent the full range and diversity of the class. It should be kept in mind that contributors tend to be specialists who may be particularly interested in irises of unusual genetic, botanical, or historical significance. Our general readership, however, like iris enthusiasts broadly, is often attracted to the new and showy cultivars.

International Scope

Interest in dwarf irises, and DIS membership, extends beyond the US and Canada. Content from or about other parts of the world should be sought out.

PORTFOLIO COVER AND WEBSITE HOME PAGE

In addition to respecting the same need for balance as the content of the publication, the cover of the *Portfolio* carries the additional burden of conveying the society's brand and essential mission to both members and nonmembers. The president and board have a role to play in ensuring that the cover design represents the society in an accurate and favorable way.

Ordinarily, the cover will feature an excellent photograph of a popular MDB iris. Clump shots are preferable to single-blossom photos. The current Caparne-Welch medal recipient should always be considered, if an excellent photo is available, but other cultivars should be considered as well, to avoid settling into a rut that does not convey the breadth of our scope.

Similarly, the prominent photos on the website homepage should emphasize modern, popular MDBs, but not to the exclusion of other types of irises that fall within our scope.

EDITORIAL INTEGRITY

No articles or photographs should be reproduced in DIS publications without securing appropriate permissions. Note that the presence of a photo on a website, such as the AIS Iris Encyclopedia, does not automatically grant permission for its use by other parties in other contexts. Most photographers are happy to have their images used in iris society publications, but the courtesy of asking permission is a necessity, both legally and ethically. There are some exceptions to this. The SIGNA web site explicitly grants permission for images posted there to be used by other iris societies. AIS images from historic publications, where the photographer is now deceased, may be reprinted by AIS sections under their umbrella.

The substantive content of contributions (text and photos) should not be altered without the contributor's approval. The source of any borrowed material should be acknowledged.

DIS should make a reasonable effort to verify the accuracy of material we publish. Even experts make mistakes or can be devoted to pet ideas that have little merit.

Our publications should not be used as a venue for personal attacks or flagrant self-promotion. Opinion pieces on controversial topics are welcome, so long as they fall within our scope, but they should be presented with fairness and decorum.

Plant Sale Buyer Satisfaction Policy

PLANT SALE GUARANTEE

DIS guarantees all plants sold through the plant sale to arrive healthy and true to name. Our responsibility for unhealthy or misnamed plants extends up to a full refund for each plant in question, not including shipping costs.

BUYER RESPONSIBILITIES

A buyer who is not satisfied with the plants they receive should contact the plant sale coordinator as soon as possible. If the issue is the health or quality of the plants received, the buyer should contact the plant sale coordinator within two weeks of receiving the plants, and provide a photograph of all rhizomes in question. If the issue is misnamed plants, the buyer should contact the plant sale coordinator before the following year's sale commences, and provide photographs of the misnamed plants in bloom.

Buyers are expected to be courteous and respectful at all times. The DIS plant sale is not a commercial undertaking, it is a fundraiser for a nonprofit organization staffed entirely by volunteers.

DONOR RESPONSIBILITIES

DIS does not hold donors responsible for replacing plants or providing refunds. However, donors are encouraged to work with the buyer and plant sale coordinator to resolve any issues to the buyer's satisfaction. Donors have the best understanding of their own growing conditions and their process for digging, preparing, and shipping the rhizomes.

Donors are expected to be courteous and respectful at all times. Complaints should not be taken personally; we are all fallible. Donors' interactions with buyers reflect on DIS and should be conducted accordingly.

PROCESS

Buyers should contact the plant sale coordinator directly and provide photographic documentation of the problem at issue. The plant sale coordinator then contacts the donor privately to learn the donor's view of the matter, and inquire whether the donor can assist in resolving the issue. It is expected that in most cases, the buyer, donor, and plant sale coordinator will then work together to resolve the issue, perhaps by sending replacement plants or by identifying misidentified varieties. If the donor is not able to resolve the issue to the buyer's satisfaction, DIS will then issue a refund for the plants at issue.

RECORDS

The plant sale coordinator should keep a record of buyer satisfaction problems, with a view to identifying any patterns or persistent problems.

Maintaining the Membership List

GENERAL INFORMATION

Membership types are single annual, single triennial, dual annual, and dual triennial. All memberships are on a calendar year basis, and expire on January 1. New memberships normally run for the same year in which payment is made, but new members may elect to have their membership run for the following year instead.

It is recommended to use the DIS membership email address (membership@dwarfirissociety.org) for all membership correspondence, so that the society retains a record of membership transactions.

RECORDING A NEW MEMBERSHIP

1. Obtain the new member's name (or names), postal address, email address, and type of membership requested. Phone number is optional. Verify the postal address through the USPS web site to obtain the 9-digit zip code, ensure standard abbreviations are used, etc.
2. Members may join by mail, email, through the DIS online store, or through the AIS Website.
3. For payment by mail, direct the new member to pay by check made out to Dwarf Iris Society, sent to your address. Forward checks to the treasurer at least monthly.
4. Memberships through the online store may be paid through Paypal at checkout or by check. For Paypal payments not using the online store (for example, requests received by email), direct the treasurer to issue a Paypal invoice to the member's email address.
5. For payments through the AIS website, the AIS membership secretary will provide the new member's information and send you a check for the amount paid.
6. Update the membership list with the new member's contact information, membership type, join date, expiration date, and payment information.
7. Notify the president of the new membership so that a welcome email can be sent.
8. Notify the *Tiny Talk* editor so that the new member can be added to the mailing list and the most recent newsletter sent.

RECORDING A RENEWAL

1. When payment is received through one of the methods described above, update the membership list with payment information and new expiration date. Verifying the name and contact information is a good practice.
2. Notify the *Tiny Talk* editor so that the expiration date on the mailing list can be updated.

TRACKING EXPIRING MEMBERSHIPS

1. Coordinate with the *Tiny Talk* editor to ensure that notice of expiring memberships go out to members in October prior to the expiration date.

2. After January 1, individually contact members who have not yet renewed.
3. On March 15, purge the membership list of expired memberships.

Coordinating the Plant Sale

GENERAL INFORMATION

The annual plant sale is the primary fundraising activity of the DIS. It also supports our mission of promoting dwarf irises.

It is recommended to use the DIS plant sale email address (plantsale@dwarfirissociety.org) for sale correspondence, so that the society retains a record of plant sale transactions.

SOLICITING DONATIONS

1. Beginning early in the year, contact potential plant donors and encourage them to participate in the sale. Potential donors include prior donors, hybridizers, commercial garden owners, display garden owners, and board members and officers. Most donors will not be able to commit to offering specific plants until bloom season is underway, but early contact is helpful.
2. To ensure the highest quality plants, only DIS members with a known track record of maintaining an iris collection and growing strong, healthy rhizomes, should be admitted as donors.
3. Send a copy of the Donor Guidelines to each prospective donor.
4. By the end of May, donors must submit a list of collections they will offer, with the cultivars included in each collection, collection name, and the number of collections available. Listings may be submitted after the end of May only in unusual circumstances, with the approval of the sale coordinator and webmaster.

PREPARING THE SALE LISTING

1. As soon as possible after listings have been received from donors, compile a master list of collections, including the following information for each offering:
 - donor's name;
 - collection name;
 - listing of cultivars with name, class, hybridizer, and year of introduction; and
 - number of collections offered.
2. Rules for makeup of collections: Collections should normally contain 5 to 8 plants, but exceptions may be made at the discretion of the sale coordinator. Collections consisting of iris types falling within the scope of DIS (MDBs, SDBs, ABDs, dwarf species, etc.) can be offered without restriction. Types outside our scope (MTBs, IBs, BBs, TBs, ABMs and large arilbreds) can be offered only in collections in which at least half the plants are MDBs.
3. Assign each offering a unique collection number. Collection names should be descriptive and catchy, and should not include numbers, which can cause confusion with the collection numbers.
4. Pricing: Pricing is based on the class of iris. MDBs and MDB-sized species are \$4; medians (including arilbred medians and arilbred dwarfs) are \$5, and TBs are \$6. The collection price is the total of the prices of the individual plants.

5. New introductions: offering of new introductions through the plant sale is encouraged. Hybridizers should submit a good photograph, a catalog-style description, and a price for each introduction. It is desirable to have new introductions offered in their own collections, even if that means offering them individually or in collections of less than 5.

6. Postage: postage is based on flat-rate priority mailing containers. Up to 5 MDBs (or similar-sized species) can be sent in a small box for \$10. Most collections will be sent in the medium box for \$15. Collections with TBs or large numbers of rhizomes may require a large box at \$20. Discuss the estimated box size with the donor if needed. An additional surcharge of \$15 is applied to Canadian orders (for any number of collections), but this is done automatically through the online store, and does not affect the base postage rates in the sale listing.

7. When the sale listing is complete, distribute it promptly to the donors, the webmaster, the *Tiny Talk* editor, and members of the board. Donors may order collections directly from the listing before the sale opens to the general membership through the website.

RUNNING THE SALE

1. The webmaster will add the collections to the online store, but without their being visible to the public until the sale commences. Names of cultivars should be linked to the AIS Iris Encyclopedia. If an iris (e.g., a species clone), does not have an Encyclopedia page, the webmaster should request a photo from the donor.

2. The sale opens to the membership in mid-June, on a date set by the sale coordinator, typically a Friday around June 15. At this time, the webmaster should have the plant sale email address redirected to the webmaster to receive prompt notice of any email orders. The online store will automatically keep inventory of collections sold through the store, but the webmaster should manually update inventory for email orders, and remove collections from the store when they sell out. At least daily, the webmaster will provide documentation of each sale to the sale coordinator.

3. Make note of any orders from Canadian buyers, as these will require attention from the Canada shipping coordinator.

4. Two weeks after the sale is opened to the membership, it is opened to the general public for an additional two weeks.

5. When a buyer orders two or more collections from the same donor, total postage for those collections should be capped at \$20. As needed, request the treasurer to reimburse buyers for overpayment.

6. Acknowledge each order and send the buyer a copy of the Buyer Guidelines.

7. Maintain records of sales as they occur, with an eye to compiling shipping lists for donors when the sale closes.

ORDER FULFILLMENT AND REIMBURSEMENT

1. When the sale closes in mid-July, promptly provide each donor with a shipping list of names and addresses of buyers of their collections. Note any Canadian buyers and have the donors work with the

Canada shipping coordinator to ensure that those orders are received in time for inspection and international shipment.

2. Encourage donors to ship as promptly as possible, by August 1 if at all possible.
3. Advise donors that they may be reimbursed for actual postage. Donors should send receipts to the treasurer.
4. Forward any payments received by mail to the treasurer for deposit.

Coordinating the Seed Sale

GENERAL INFORMATION

The seed sale is an important fundraising activity of the DIS. It also supports our mission of promoting dwarf irises and is a resource for hybridizers.

It is recommended to use the DIS seed sale email address (seedsale@dwarfirissociety.org) for sale correspondence, so that the society retains a record of seed sale transactions.

SOLICITING DONATIONS

1. Beginning early in the year, contact potential seed donors and encourage them to participate in the sale. Potential donors include prior donors, hybridizers, commercial garden owners, display garden owners, and board members and officers. Encourage potential donors to make hand-pollinated crosses involving dwarf irises, as these offerings are the most popular with buyers and also best serve the mission of the DIS.
2. Donors should submit seeds in individual envelopes labeled with parentage and seed count. Instruct donors to be as accurate as possible in their seed counts, underestimating if in doubt.
3. The deadline for receiving seeds is October 1. Encourage donors to send a listing of donations by email in advance, if possible.

PREPARING THE SALE LISTING

1. As soon as possible after seeds have been received from donors, compile a master list of offerings, including donor's name, parentage, number of packets available, and seeds per packet. If more than 200 seeds are provided, seeds can be offered in packets of 20. Otherwise, packets of 10 are preferred. Very small offerings may be divided into packets with fewer than 10 seeds each.
2. Assign each offering a unique identifying number, beginning with the year of the sale, and followed by a 2- or 3-digit serial number, as needed. For example, 22-075.
3. Pricing: Pricing is \$2 per packet for hand-pollinated seeds and species expected to come true; \$1 for open-pollinated offerings.
4. Postage: postage, packaging, and handling is \$3 for US orders, \$13 for Canada, regardless of the number of packets shipped.
5. When the sale listing is complete, distribute it promptly to the donors, the webmaster, the *Tiny Talk* editor, and members of the board. Donors may order seeds directly from the listing before the sale opens to the general membership through the website.

RUNNING THE SALE

1. The webmaster will add the seed offerings to the online store, but without their being visible to the public until the sale commences. Names of cultivars should be linked to the AIS Iris Encyclopedia. If an iris (e.g., an unintroduced seedling or a species clone), does not have an Encyclopedia page, the webmaster should request a photo from the donor.

2. The sale opens to the membership in mid-October, on a date set by the sale coordinator, typically October 15. The online store will automatically keep inventory of offerings sold through the store, but the webmaster should manually remove offerings from the store when they sell out. As orders are received, the webmaster will provide documentation of each sale to the sale coordinator.

3. Maintain records of sales as they occur.

4. At the beginning of the year, have the webmaster move any unsold open-pollinated seed to the surplus list for purchase by nonmembers.

ORDER FULFILLMENT

1. Package seeds as orders are received, and mail them to buyers. A turnaround time of 1 week or less is expected.

2. DIS will reimburse actual costs of packaging and postage. Send receipts for any reimbursement requests to the treasurer.

Preparing the DIS *Portfolio*

GENERAL INFORMATION

The Dwarf Iris Society *Portfolio* is produced annually by the editorial committee under the direction of the editor. The *Portfolio* is mailed in January to all members in good standing for the previous year. Content guidelines and other requirements pertaining to the *Portfolio* are given in the *DIS Editorial Policy*.

It is recommended to use the DIS editor email address (editor@dwarfirissociety.org) for editorial correspondence, so that the society retains a record of editorial transactions.

SOLICITING CONTRIBUTIONS

1. Beginning early in the year, contact potential contributors and invite them to submit articles or photographs. Potential contributors include contributors to prior issues, hybridizers, display garden owners, board members and officers, and contacts made through social media.
2. Photographs can be more difficult to obtain than articles. Remind article contributors of the need for photographs, and identify other possible photographers. The online AIS Iris Encyclopedia and social media are also useful in identifying photographers who may be willing to contribute to the *Portfolio*.
3. The deadline for contributions is October 15, but this can be extended into November without compromising the printing schedule. Earlier contributions give more time for negotiating article content, acquiring photographs, and adjusting the balance of content.

EDITING ARTICLES

1. In November, edit the text of each article according to the *DIS Style Guide*. Work with contributors to resolve any unclear or difficult text. Assemble photographs to illustrate each article.
2. Lay out each article in Affinity Publisher or equivalent desktop publishing software, maintaining format consistency with prior issues. When layout for an article is complete, circulate the article in pdf format to editorial committee members for review and light editing.
3. Send a galley proof in pdf format to the contributor for final review and approval. Contributors may request minor changes at this stage, subject to the approval of the editor. Ensure that permissions are obtained for all photographs.

EDITING OTHER CONTENT

1. Update the leadership directory as needed. Direct any questions to the secretary or president.
2. Update the display gardens listing with information from the display gardens program coordinator.
3. Update the commercial directory with information from the website.
4. Prepare the gallery of AIS award winners. Include photographs of all award recipients whenever possible. If the Caparne-Welch medal winner is not pictured on the front cover, it should appear prominently on the back cover.

5. Check with the responsible persons to ensure that items referring to the plant sale, seed sale, cultivar database, website, and other society activities are correct and current.
6. Prepare the symposium ballot with information from the symposium coordinator, if included. Symposium ballots are currently included in even-numbered years, with results published in odd-numbered years. Include irises listed as introduced through the latest available AIS Registrations and Introductions publication.
7. Prepare any other inserts, such as ballots for election of president or directors, or other matters requiring membership vote. Postcard format is preferred if possible.

PRINTING AND MAILING THE *PORTFOLIO*

1. In November or December, order envelopes and address labels as needed.
2. Circulate the final full issue galley proof in pdf format among the editorial committee members.
3. Contact the printer (Sundance Press, Tucson, AZ) for a quote. The number of copies should be at least 30 more than the number to be mailed to members. Cost increases due to membership growth or simple inflation do not require board approval, but extraordinary cost increases, or increases in page count, do.
4. Authorize printing and shipment.
5. Print any inserts on your own equipment or using an appropriate vendor. Note that dual memberships may require two copies of some inserts.
6. Even if the printed copies are in hand by the end of December, wait until the holiday season has passed to mail copies to members.
7. Use Orange Mailer or equivalent postage-printing software to create mailing labels.
8. Send receipts for expenses to the treasurer for reimbursement.

Conducting Board Meetings

GENERAL INFORMATION

DIS quarterly board meetings are held four times a year by videoconference, on the first Saturday of February, May, August, and November, at 1:00 pm Pacific Time.

Email meetings may be held at any time to address matters as they come up.

Meetings are ordinarily conducted by the president. In the absence of the president, they may be conducted by the vice president or other designated board member. Actions in this procedure are performed by the presiding officer unless otherwise noted.

QUARTERLY BOARD MEETINGS

1. At least one week before the meeting, remind board members of the meeting date and time, and call for agenda items. Prepare an agenda and distribute it at least one day prior to the meeting.
2. Officers and other position-holders should prepare reports on their areas of responsibility and distribute these by email to the board. Copies of the reports should be placed on the DIS Google drive.
3. *Quorum*. A quorum is 2/3 of the board membership.
4. *Discussion*. Begin each agenda item with a brief introduction, then proceed to an open discussion. Specific proposals may be introduced during the discussion period. In the spirit of consensus decision making, strive to ensure that all opinions are expressed fully and make a good-faith attempt to reach consensus before a vote is taken. The time and effort spent to reach consensus should be commensurate with the importance of the matter to the mission of the society. When discussion seems to have reached its conclusion, ask if there is any further discussion before proceeding.
5. *Stating the Motion*. For simple yes-no questions or votes of approval, it is not necessary to state a motion formally. For matters of more complexity, or where varied opinions have been expressed, clearly state the motion to be voted on, or ask the principal advocate of the motion to do so.
6. *Vote*. In most cases, there will be a simple yes-no choice, and the question is decided by a simple majority of the votes cast. In the event of a tie, ask if further discussion is desired. If not, the motion fails. If more than two options are being voted on, voting is done in stages, with the option receiving the fewest votes being eliminated at each stage, until one option receives a majority.
7. *Exception to Majority Vote*. If a provision of the DIS bylaws requires more than a simple majority of members present, that provision supersedes step 6 above.
8. The secretary prepares minutes of the meeting within 2 weeks of the meeting date, sends the draft minutes to the presiding officer for review, and then circulates the draft to the board for comment or correction. Corrections must be received within 1 week, at which time the secretary prepares a final copy of the minutes. The final minutes are distributed to board members, filed on the Google drive, and published in the next edition of *Tiny Talk*.

EMAIL MEETINGS

1. Email meetings usually address a single question. Email meetings may be called at the discretion of the president. Any board member may request that the president call an email meeting.
2. Email meetings begin when called. Discussion, motions, and voting proceed as outlined above. To ensure prompt participation, establish reasonable time periods for discussion and voting. Such deadlines should be flexible enough to accommodate unforeseen delays, and should not be used to curtail discussion before all opinions have been expressed fully.
3. Since the meeting discussion is already fully recorded by email, minutes are not required. Any actions taken should be included in the president's report for the next quarterly meeting.

Membership Elections and Referenda

GENERAL INFORMATION

The president and directors are elected by the membership of the society. Membership referenda are required for bylaws revisions, questions of the dissolution or merger of the society, and for other questions as directed by the board.

Membership election and referendum ballots must be sent by postal mail, as postal mailing address is the only contact information available for all members.

Actions in this procedure are performed by the secretary unless otherwise noted.

CONDUCTING AN ELECTION OR REFERENDUM

1. Unless special circumstances require otherwise, ballots are normally included in the mailing of the annual *Portfolio* in January.
2. For election of president or directors, provide the Tiny Talk editor with a notice of the upcoming election for the October *Tiny Talk* to allow members to make nominations in advance of the *Portfolio* deadline. Most nominations come through the nominating committee in advance.
3. Ask election candidates to provide a short-paragraph bio for inclusion with the ballot.
4. For referenda, include any pertinent information and documentation along with the ballot.
5. Include with the ballot a deadline for votes to be received, no sooner than 45 days after ballots are mailed to members.
6. Members send their votes to the secretary, by postal mail, email, or other means. Tabulate the results and prepare a final report no later than 30 days following the deadline for receipt of ballots. Distribute the report to the board, file it on the Google drive, and provide it to the *Tiny Talk* editor to be reported in the following edition.
7. Directors may assume their duties prior to election, if approved by the board as provisional appointments. The prior president remains in office until the election of the incoming president is final. The results of referenda take effect when the results are final.

Coordinating the Symposium

GENERAL INFORMATION

The symposium is currently on a two-year cycle. For example, the 2022-2023 symposium ballot is distributed with the 2022 *Portfolio*, with results presented in the 2023 *Portfolio*. New members joining in 2023 receive the ballot as a pdf file with their welcome email. Actions in this procedure are performed by the symposium coordinator unless otherwise noted.

ELIGIBILITY

The intention of the symposium is to be as inclusive of both older and newer varieties as practical. The base list consists of irises included in the DIS cultivar database, irises known to be commercially available in recent years, and write-ins from previous symposium ballots. The symposium includes the following types of irises:

1. MDBs and DBs (hereafter referred to as MDBs)
2. reticulata irises
3. arilbred dwarfs, defined as arilbreds less than 13 inches
4. SPEC and SPEC-X irises less than 16 inches

To be listed, cultivars must have been officially *introduced* (not just registered) no later than the year before the first year of the current symposium (e.g., 2021 for the 2022-2023 symposium). An exception may be made for older cultivars known to be in commerce or in cultivation prior to the first year of the symposium.

PREPARING THE BALLOT

1. In November of the first symposium year, or other time acceptable to the *Portfolio* editor, begin updating the ballot and spreadsheet for the upcoming symposium. Use the previous listing as a starting point.
2. Check the AIS *Registrations and Introductions* booklets for eligible cultivars introduced since the previous ballot was prepared. Note: the AIS Wiki is not an official source of introduction information.
3. Check major commercial websites to ensure that eligible cultivars they list are included.
4. Check the DIS cultivar database to ensure that all cultivars in the database are included.
5. Research any write-ins from the previous symposium to determine eligibility and include as appropriate.
5. Work with the *Portfolio* editor to lay out the ballot in a suitable format (usually one two-sided sheet for MDBs, and another two-sided sheet for other categories and instructions).

COMPILING AND REPORTING THE RESULTS

1. Use a spreadsheet to record ratings from participants and calculate the average rating for each cultivar.
2. In November of the second symposium year, or other time acceptable to the *Portfolio* editor, duplicate the spreadsheet for each type of iris and delete all rows (cultivars) with insufficient votes. (At least 3 votes for MDBs, 1 vote for other types).
3. Sort these spreadsheets by average rating, from highest to lowest.
4. Provide the filtered and sorted spreadsheets to the *Portfolio* editor, along with a count of the total number of participants.