



IEA Affiliate Start-Up Kit

Overview

Thank you for your interest in forming a new IEA Affiliate! Affiliates may be formed for a particular country, a portion of a larger country or across several countries that share a common language or culture. We have created this “Start-Up Kit” to provide you with information on the requirements, benefits and duties of IEA Affiliates, as well as information about the process of forming and seeking approval for your new Affiliate. We’ve also included some “Tips for Success” for forming and maintaining an IEA Affiliate based on our years of experience. The IEA administrative staff and the IEA Board’s Affiliates Committee members are available to answer your questions and assist you throughout the process. Our goal is to help you get your new Affiliate launched successfully!

It is important to review and understand the IEA Affiliate Policy which is comprised of three components:

- **IEA Affiliate Requirements** – This is the basic policy that outlines the requirements for IEA Affiliates and the formation and approval processes. Affiliates may be formed for a specified region of a larger country, for a group of several smaller countries in a region or across multiple countries based on shared language, culture or other common features.
- **IEA Global Membership Dues, Rebates, and Affiliate Fees:** (Appendix A in the Affiliate Policy) This appendix outlines the financial structure applicable to all Affiliates of the IEA. Note that all IEA Affiliates are grouped into four zones based generally on average annual income in the country. These zones are used to determine discounted annual fees payable by the Affiliate and discounted IEA Global membership and accreditation fees payable by members of the Affiliate.
- **Affiliate Benefits and Duties** (Appendix B in the Affiliate Policy) This is a list of the basic benefits and duties of IEA Affiliates as currently in effect and is updated from time to time by the IEA.

Described below is the step-by-step process for forming and maintaining an Affiliate including:

- Guidelines and Checklist for forming a new IEA Affiliate
- Tips for a Successful Affiliate
- Sample Documents, including IEA Affiliate Agreement, and Annual Affiliate Operations Report

Guidelines and Checklist for Forming a New IEA Affiliate

Like the IEA itself, IEA Affiliates are intended to be open to all and not limited to or for the benefit of any particular school, teacher, coach, individual or other organization. IEA Affiliates tend to be successful in areas where there are already a number of Enneagram enthusiasts and teachers from different schools and lineages who are looking for ways to connect and share Enneagram information and events in a larger community.

All Affiliates must be formed as legal not-for-profit corporations under the laws of a particular country and/or appropriate regional governmental or, for U.S. Affiliates, a particular state. Beyond that, Affiliates may be organized and function in many different ways depending on their particular purpose and the needs and interests of their community, including things like their geographic range, history, leadership, size, and comfort with technology. Affiliates can be formed for a particular country, for a distinct geographic region of a larger country or for a group of smaller countries or across multiple countries that share a particular language or culture. This purpose and definition of community (geographic or otherwise) must be worked out with the IEA during the formation process to ensure clarity and reduce conflict where overlap between Affiliates may be an issue.

For an Affiliate to be successful, there will need to be a team of people working together who have both the vision and enthusiasm to inspire participation and the practical skills, time and energy to tend to the tasks involved in the Affiliate's creation and maintenance. Beyond the basics of required legal structure and board duties, no two Affiliates are exactly alike so there is plenty of room for your creative energy!

Process for Creating a New IEA Affiliate

In our experience it is important to have a "champion" to take the lead in organizing the creation of a new IEA Affiliate. This may be one person or a small group of people who have a vision and carry the enthusiasm, the focus and the necessary skills and attention to detail required to form and develop the Affiliate. The initial organizer(s) must be members of the IEA and committed to upholding its vision, mission, values and ethical guidelines.

Step 1 – Conversation with IEA Staff and Board's Affiliates Committee

If the initial organizers believe that there is or may be a sufficient number of people interested in forming an IEA Affiliate in your country or region, the first step is to contact the IEA staff to discuss your ideas, intended geographic region, community or purpose, and to learn more about the general way that Affiliates are structured and relate to the IEA. The IEA Staff, along with one or more members of the IEA Board's Affiliates Committee, will meet with you and request certain information, including:

- personal biographical information for each of the initial organizer(s), including a description of their Enneagram training and experience and prior involvement with the IEA,
- identify the Country or State you wish to form an Affiliate in and the geographic region or other community it represents,
- a brief description of the other Enneagram teachers, practitioners, and IEA members you're aware of in this geographic area, and
- the reasons why you believe an IEA Affiliate could be successfully started and maintained there.

Step 2 – Planning and Promoting an Initial Organizing Meeting

Once you have been given the initial “okay” to proceed, you will work with the IEA Administrator, Sandy Hatmaker, to define your intended geographic region by country codes. She will query the IEA’s database to determine IEA contacts within this area.

The initial organizer(s) will schedule a planning meeting or meetings to explore the level of interest in and possibility of forming an IEA Affiliate in this area. These meetings may take place either in person or virtually. Invitees should include all of the Enneagram enthusiasts, teachers and organizations in the area that you have identified as well as those in the IEA database. All should be genuinely encouraged to attend and participate.

Once your meeting arrangements are made and an invitation announcement is prepared, email it to Sandy Hatmaker at administration@internationaleenneagram.org. She will forward the invitation to all IEA members in the identified areas and post it on the IEA’s social media sites. The initial organizers are also encouraged to forward it through their own social media and contact lists and to post/publish it in social media and other sites likely to draw other Enneagram enthusiasts, teachers and organizations in the area.

Step 3 – Hold One or More Planning Meeting(s)

The group may need to hold one or more initial planning meetings. At these meeting(s), discuss the following:

- The IEA vision, mission and ethical guidelines which may be found on the IEA website
- The reasons for forming an Affiliate in this geographic area
- The IEA Affiliate requirements, benefits and duties, including the Affiliate legal structure requirements and the Affiliate Membership Structure as outlined in the documents referenced above. (The IEA staff and Affiliates Committee members will work with you to determine the appropriate discount zone for the new Affiliate.)
- The willingness and skills of group members to form and serve on an Affiliate Board or otherwise participate in making the Affiliate a success
- The kinds of activities the Affiliate might engage in and services it would provide its members
- Sources of funding envisioned for the organizational phase and to support the ongoing work of the Affiliate.
- Who in the group is fluent in English and willing to be the contact person for the IEA.

The champion(s)/initial organizers(s) would likely serve on the initial board of directors of the Affiliate and will be instrumental in drawing in other Affiliate participants and working with the IEA on Affiliate formation. They may or may not become the board president and other officers, depending on the skills, availability and enthusiasm of group members identified through the planning meetings.

Step 4 – Form a Board of Directors

If there is sufficient interest to proceed, identify 4-10 people willing to serve as the initial Board of Directors of the new IEA Affiliate. The champion(s)/initial organizer(s) will likely serve on the initial board of directors of the Affiliate and may or may not become the Board President or other officers. However, all those present and interested should be given the opportunity to be considered for board positions and an election should be held.

It is a good idea for this initial Board (and subsequent Boards!) to include both those with deep knowledge of the Enneagram who teach or use it professionally and Enneagram enthusiasts who may not be experts on Enneagram theory but who have the appropriate skills needed for the Board and Affiliate to be successful. It is helpful if someone in the group has a history of involvement with the IEA to provide insight and perspective. A

small group of individuals who have the time, energy and goodwill to dedicate to this project is the key to your success! **Note also that at least three of the Affiliate Board must be and remain members in good standing of the IEA.**

Identify one person from this initial Board willing to serve in each of the following officer roles: President, Treasurer and Secretary (Treasurer and Secretary roles may be filled by one person). Other officer roles may be created as well but these are necessary at a minimum. Identify one Board member willing to serve as contact person for the IEA (must be fluent in written and spoken English; may or may not be one of the identified officers). In order for the Affiliate to remain viable, there must be at least four people willing to serve on the Board at all times.

Step 5 - Formal Application to Become an IEA Affiliate

Submit a written ***Request for Acceptance as a New IEA Affiliate*** to the IEA Board. This request may be emailed to either the IEA staff person or Affiliate Committee member from the Board that the organizers have been working with. It must include:

- the proposed name of the Affiliate and legal jurisdiction it will be formed in
- the primary geographic area covered (or other purpose such as language) for which the Affiliate desires to form
- a description of the organizing process followed, including a description of the number and nature of meetings held, contacts made, attendees, etc.
- the names and contact information for those willing to serve as the initial Affiliate Board of Directors and required Officers (all of whom must be and remain current IEA members)
- a description of the relevant skills and experience of the Board and Officers
- to the extent known, a description of the anticipated activities of the Affiliate
- a description of the Affiliate membership structure and amount of dues to be charged for various levels of membership in the Affiliate
- a description of the size and extent of the Enneagram community believed to be in the area
- affirmation that the Affiliate Requirements, Benefits and Duties have been reviewed and understood and that the Affiliate organizers are committed to supporting the IEA's mission, vision and policies and abiding by the Affiliate requirements
- any other relevant information for inclusion and consideration in the IEA Board's review.

Step 6 - IEA Global Board Approval

The IEA Global Board will make a decision whether or not to accept the Affiliate. In doing so it will consider any potential overlap or conflict with any other Affiliate, as well as the potential size of the community served, background and experience of the Board members and whether formation of the Affiliate is consistent with the IEA's mission and vision.

If the Affiliate is approved, the IEA Administrator and a representative of the Affiliates Committee will work with the Affiliate to collect additional documentation and information and complete the establishment of the Affiliate with the IEA.

Step 7 - Formation and Maintenance of the Affiliate

Legal Formation and Maintenance Process

Each Affiliate must be formed and maintained as a legal non-profit or not-for-profit entity in a country or state. Legal requirements vary from country to country (and sometimes between different governmental jurisdictions within countries) and from state to state so the Affiliate may need to seek counsel on complying with the requirements of its jurisdiction. Such documentation typically includes:

- **Articles/Certificate of Incorporation** - The document or form filed in the home jurisdiction to create the legal not-for-profit entity.
- **Bylaws** – After incorporation, this document is adopted by the Affiliate's Board of Directors. The governance of the Affiliate is vested in its Board of Directors in accordance with its Bylaws. The Bylaws contain provisions about the election, terms and duties of the Board and its Officers, as well as other significant matters relating to the entity's function. (See ***“Model Affiliate Bylaws”***)
- **Board Duties** - Together the Incorporation document and Bylaws form the foundational legal documents of the organization. Members of the Board of Directors have fiduciary duties of loyalty and due care to the Affiliate under these documents and applicable laws. These documents may be amended from time to time by resolution of the Board of Directors of the Affiliate in accordance with their provisions and those of the applicable laws. Official minutes should be kept of all official meetings of the Board of Directors and decisions made by the Board, including approval of, and any amendments to, these documents.
- **Additional Filing Requirements** - Depending on the requirements of the Affiliate's jurisdiction and the particular size and nature of its operations, additional filings may be required.
 - **U.S. Affiliates - Additional State Filing Requirements** - Depending on the individual requirements of the Chapter's state of domicile and the particular size and nature of the operations of the Affiliate, additional filings with either the Secretary of State or Attorney General of the State may be required. Such additional filings may include:
 - If the Affiliate will seek or accept tax deductible contributions as a 501(c)(3) organization, it may be required to either register or seek exemption from registration as a **Charitable Organization** in the Affiliate's state of domicile.
 - In some states (not all) it is possible for the Affiliate to seek exemption from sales tax requirements on appropriate activities.
 - Each Affiliate must apply to the IRS for its own unique **tax identification number**
- **Articles of Association between the IEA and the Affiliate** (also known as the **“IEA Affiliate Agreement”**) – This is the agreement between the IEA and the Affiliate that sets out the responsibilities of each. (See ***Sample IEA Affiliate Agreement***)
- All documents must be approved by resolution of the Affiliate's Board of Directors (which should be reflected in the Affiliate Board's minutes) and signed by the Affiliate's President or other authorized Director/Officer.
- ***A final signed copy of each document and evidence of filing with the appropriate governmental authority must be sent to the IEA for its records at the following address:***

Attention: Ms. Sandy Hatmaker, IEA Administrator
International Enneagram Association

4010 Executive Park Drive, Suite 100
Cincinnati, Ohio, USA 45241

- **Required Maintenance and Filing Fees** – Annual or other periodic filings and fees are typically required in order for a corporation to remain in good standing. Affiliates are responsible to make such filings and pay such fees as necessary for the Affiliate to remain current and in good standing in its jurisdiction of organization.

Required Annual Reporting and Fees to IEA

- **Annual Affiliate Operations Report** – Each year the Affiliate must complete an ***Annual Operations Report*** for the IEA including accurate and up to date information on its membership. The IEA Administrator will send the Operations Report Form to the Affiliate President via email each January and notify the Affiliate of the due date.
- **Other Reporting Requirements** – The Affiliate must notify the IEA promptly if there are any changes in the Affiliate's Officers or Board of Directors or in the IEA contact person for the Affiliate.
- **Payment of Affiliate Fee** – An invoice for the amount of the Annual Affiliate Fee will also be sent to the Affiliate each January along with the due date. The amount of the annual Affiliate Fee will be determined based on the discount zone the Affiliate is included within.
- **Notices to IEA** - The Operations Report Form and other required information and notices should be sent by email to, and arrangements for the payment of the annual Affiliate Fee should be made with, the IEA's Administrator, Sandy Hatmaker at administration@internationalenneagram.org.

Tips for a Successful Affiliate

Here are some tips that we have found to be helpful for a long and fulfilling Affiliate life:

Board Composition

Suggested positions (those with an asterisk are required positions; others can be tailored to satisfy the needs of the Affiliate):

- ***President or Chairperson** – provides overall leadership
- **Vice President or Co-Chairperson** – assists the President/Chairperson and serves in the capacity of the President/Chairperson in the President's/Chairperson's absence
- ***Secretary** – assists with organizing meetings, takes official meeting minutes, and creates and maintains Affiliate documentation
- ***Treasurer** – manages checking account and financial reports
- **Program Chair** – provides leadership in planning and putting on events
- **Membership** – maintains membership database; provides leadership for planning and implementing strategies for attracting new members
- **Communication** – maintains email distribution lists; provides leadership in planning and carrying out communications for the Affiliate, including any newsletter or event notices
- ***IEA Contact Person** – someone fluent in English designated to communicate with the IEA about Affiliate matters, including keeping Affiliate information on the IEA Website up-to-date and posting Affiliate news and events on IEA NinePoints (not necessarily a separate Board position)

Skills Required: To the extent possible, include members with the following skills in your group:

- Commitment to the Enneagram
- Organizational ability
- Fiscal experience (including bookkeeping)
- Team building and group facilitation abilities
- Available time for calling, mailing, attending board meetings and attending local programs
- Data base skills
- Ability to design and maintain a website or social media presence
- Writing ability
- Technical abilities such as sound systems, A/V, zoom hosting, etc.

Effective Board Operation

- Initially, the Affiliate Board elects officers and sets up a meeting schedule.
- The focus of the Board is three-fold:
 - to become an enthusiastic performing team
 - to create an interesting dynamic yearly program that benefits existing members and that attracts new members
 - to forward the mission and vision of the IEA and the Affiliate
- The board needs to balance having fun and getting work done.

- Having a variety of Enneagram types and dominant instincts represented on the board is helpful.
- Beginning each board meeting with a check in around type and self-observation is a good way to build a team, create trust, become friends and model growth and support.

Board Meeting Schedule Options

- Monthly
- Every other month
- 5 or 6 meetings a year (not in summer months).
- Plus a half day or all-day special event occasionally.

Technical Skills Needed

- **Data base** – The Affiliate will need to maintain an email communication list and a database of members and others who attend meetings and register for events. We suggest using Excel spreadsheets for exchanging information with the IEA. As the Affiliate grows, particularly if there will be a registration required and charged for attendance at various Affiliate events, it may become necessary or desirable to purchase a membership database software system.
- **A financial person** – Good check book balancing skills and ability to use a bookkeeping program are sufficient skills initially. As the Affiliate grows, more comprehensive bookkeeping skills may be required. The Affiliate will need to establish and maintain a bank account and arrange payment periodically for legal filings and fees and for Affiliate fees due to the IEA.
- **Website/social media** – Someone skilled at developing a website, FaceBook or other social media presence and employing web-based and social media tools for communication of Affiliate news and events, including posting Affiliate events and news on www.ineaninepoints.com
- **Virtual hosting and facilitation** – A Zoom or other virtual platform account and someone with skills at scheduling, hosting and facilitating for virtual meetings and events.

Successful Program Planning

- **Questions to ask yourselves, as board members:**
 - What are we trying to offer people?
 - What sort of activities do we like to attend ourselves?
 - Do we have quality presenters heading each meeting?
 - Are we featuring diverse teachers, lineages, presenters and Enneagram applications consistent with the IEA “big tent” vision and mission?
- **Program Ideas**
 - Study groups or Discussion Groups (where people discuss a specific book or topic, or conduct type panels)
 - FaceBook Groups (connecting members and others by topic or interest, or for promoting /discussing events)
 - 2-3 hour programs presented by local teachers on topics of interest either in person or virtually through Zoom or other platform.
 - Half-day, full day or multi-day presentations in person or virtually with out-of-town or local presenters

Sample Documents

Sample forms of the following Affiliate documents are available on request:

1. **Request for Acceptance as a New IEA Affiliate** – To be submitted for consideration and approval by the IEA Board of Directors prior to the legal formation of the Affiliate.
2. **Articles or Certificate of incorporation** – The form and method of filing this document to create a non-profit or not-for-profit corporation varies widely by jurisdiction. It typically requires information such as the name of the organization, name of the incorporator(s), the registered address, the purpose of the organization, and other provisions.
3. **Bylaws** – May be customized by the Affiliate.
4. **“Articles of Association” between the IEA and the Affiliate (the “IEA Affiliate Agreement”)** – The agreement between the IEA and the Affiliate establishing it as an Affiliate of the IEA.
5. **Annual Affiliate Operations Report** – Will be sent to you each January along with a request for a copy of the membership database and an invoice for payment of the applicable annual Affiliate Fee.