

THE LIEUTENANT GOVERNOR/AREA DIRECTOR

It takes a tremendous commitment of your time and energy to be a successful lieutenant governor/area director. Your efforts in either or both areas can pay dividends in terms of the long-term health and potential success of your assigned clubs and/or the achievement of the district's goals.

Effective lieutenant governors/area directors:

- ...manage their time and organize their work
- ...are an available resource for their assigned clubs
- ...are aware of the roles their clubs serve in their various communities
- ...can communicate the needs of clubs to the district and vice-versa
- ...can locate resources to assist clubs experiencing problems
- ...are fully aware of the policies of their districts
- ...can work in a cooperative environment to assist the district in achieving its goals

Job Responsibilities

As lieutenant governor/area director you are directly accountable and responsible to the district governor for the proper operation of the clubs in your assigned area. The following are a list of your responsibilities:

- Conducting two conferences/visitations with your assigned clubs.
- Visiting each newly affiliated club in the assigned area within thirty days of chartering and thereafter as often as directed.
- Reporting to the governor and Civitan International on the prescribed form for each conference/visitation, within thirty days.
- Conducting area meetings as directed by district governor as required and defined by Civitan International policy.
- Providing liaison between clubs, club presidents and the district governor.
- Assisting the governor and governor-elect to ensure all club officers are properly trained.
- Encouraging inter-club relations.
- Promoting club attendance at all area, district and international functions.

- Attending all district meetings, district conventions and any other meeting called by the governor or the district board, which require your attendance.
- Perform all other responsibilities and duties assigned by the governor.

The Conference Reports

In preparation for the semi-annual visit, it is important that you establish some degree of rapport with the club president within the first quarter of the year. The level of rapport should demonstrate that you are interested in knowing the club president on a personal basis. The club president should understand that as the lieutenant governor/area director you want to serve the club in any role needed; that the involvement will be for the club president's full term of office; and that the role may include providing the program at one or more of the club's meetings. Review the semi-annual and year end report at the end of this manual. Consider what assessments can be made about the club based on the information contained in the initial report.

In order to assist you in effectively managing your work, consider preparing a file for each assigned club. These files should include the following:

- Each club's roster and list of officers
- A copy of each club's bulletin (make sure you are on the mailing list for each club)
- A chart for member statistics
- Each club's calendar of events
- Each club's constitution and Bylaws
- Each club's plans and goals for the year
- An observation sheet for remarks about projects, programs, meeting procedures, areas of possible assistance and official conference reports

Identifying Potential Club Problem Areas

Most Civitan Clubs are active, viable members of their communities. And while their level of service and the degree of membership participation may vary from club to club, most are able to weather the various storms that affect volunteer groups with little or no difficulty. However, at one time or another, many clubs experience "problems" that, left unattended or even unnoticed could have a potential deleterious effect in the long run.

As lieutenant governor/area director it is incumbent upon you to look at each of your clubs with a critical eye not to seek out problems, but to anticipate the bumps along the road that can affect the club's ability to serve its community or the relationship among the club's officers or members. Located in the back of the manuals are several checklists that will assist you in identifying potential problems or how to address such problems before they become serious.

Serve as a Viable Link among Club, District and International

As lieutenant governor/area director your knowledge of district and international projects and programs is central to the effectiveness of your position. Awareness of available resources is also critical; not to mention an ability to marshal such resources should that become necessary.

The local club also needs a voice at the district level. If the needs of the member or the club are not being met, as the lieutenant governor/area director for the club you should communicate the information. Many a small fire has rapidly become a huge inferno because no one was made aware of the potential problem.

One of the most effective means of communicating the needs of the organization is through Area Meetings. You should strive to hold at least one meeting for all the clubs in your assigned area during the year. While such a meeting is open to all members of the district, the target audience is the members of those local clubs in the area, especially club presidents and other officers. Area meetings are not business meetings, in the sense that no voting or other official business should occur. Rather, such meetings are held for the purposes of leadership discussions, fellowship, motivation, education, inspiration and the exchange of ideas. In consultation with the governor, you are responsible for the program, format and agenda for such a meeting.

Area meetings serve the purpose of providing a forum in order to exchange of ideas among participants. Since the clubs in an area have geographic or other similarities, it is an opportunity for clubs to learn what others are doing, and possibly adopt best practices for their own use. Brief seminars can be part of any agenda and it offers a welcome opportunity to apprise clubs of district and international activities.

Assist the District Board and Governor in Achieving Goals

As an elected member of your district board, you are expected to attend all meetings of the board as scheduled or called for by the governor (most district boards meet at least quarterly). Review the information on How to Be an Effective Board Member in the back of this manual. Make sure you understand your particular role and how it impacts the jobs and responsibilities of the other members of your board and the committees that have been established.

Ask your incoming governor to explain how he/she will conduct board business and what his/her expectations are for each board member.

Checklist for the Lieutenant Governor/Area Director

- **Are service projects effective?**

Service projects are keys to membership involvement and commitment. Therefore, projects need to be chosen with care and consideration for their effectiveness to both the community and club. The lieutenant governor/area director should be aware of all service projects in the district in order to advise clubs about their practicality and effectiveness; to help promote sharing of project ideas and, in some cases, the projects themselves.
- **Have the officers been trained?**

Training academies are held for club Presidents and Presidents-Elect. The lieutenant governor/area director should ensure these club officers are present and trained in order for the club to remain in good standing.
- **Is the club current in dues and reports?**

A Civitan club must pay dues to Civitan International and the district. When a club is delinquent in dues, the lieutenant governor should inquire as to the reason for the delinquency and work directly with the club in bringing the club account up-to-date.
- **Is membership declining or growing?**

Past experience has shown that Civitan clubs under 25 are usually more vulnerable to problems than those with a larger membership. As a general rule, the very small club cannot sustain a well rounded schedule of programs and activities for an extended period of time. Therefore, it is suggested that all clubs strive to maintain a membership minimum of 25. The lieutenant governor should assist in the planning of the regular program to build membership and to develop outstanding distinguished leaders.
- **Is the club regularly represented at area and district-wide meetings?**

Civitan districts and Civitan International hold meetings and conventions designed to provide local Civitan clubs with additional tools and expertise in performing their service to the community. It is the lieutenant governor's responsibility to coordinate the attendance of the representatives of the club within his area.
- **Is the club using available resources?**

Excellent programs and materials are available from Civitan International in the areas of membership, service, knowledge, and fellowship. It is the role of the lieutenant governor to communicate and make these known to the local club.
- **Is every member involved?**

People join a Civitan club to be part of a functioning and united group. The lieutenant governor needs to encourage a club to maintain high membership involvement in all club activities to insure retention. The lieutenant governor can help a club to increase its member involvement by stressing the potential contribution of every club member, by seeing that officers spread responsibility for club projects and functions throughout membership, and educate Civitans to their own responsibility in club involvement.

Evaluating a Club

There are certain areas that the lieutenant governor should particularly note during conferences with club presidents.

- **Dues** - Each club is to submit dues to Civitan International per quarter per member and district dues as set by the district. Each of the clubs within the lieutenant governor's area should remain current at all times in their payments to both district and Civitan International.
- **Club budget** - From the standpoint of good club management, it is important that each club within the lieutenant governor's area establish and follow a working budget.
- **Regular meetings of the board of directors** - The club should schedule a regular monthly meeting of the board of directors to carry on the day-to-day business planning of the club.
- **Meeting arrangements** - Attendance is often dependent on a meeting site and time that is convenient to most members. The lieutenant governor should be alert to the club's meeting facility and the time to insure good attendance.
- **Leadership training** - Leadership training is an ongoing process and new techniques should be passed on to the club leadership team in the lieutenant governor's visits with the club officers.
- **Committee organization and function** - Each club within the lieutenant governor's area should have an active and working committee organization. Without active committees, the club doesn't meet the standards of its fellow clubs.
- **Projects and activities** - The ultimate goal of the Civitan club is to provide needed service to the community. Service projects of individual Civitan clubs should be reviewed on a regular basis to determine their continued relevance and member interest. New members should be asked to help identify community needs with which the club may become involved.

Clues for Clubs Having Difficulties

- **Financial Instability** - If a club is experiencing financial problems or delinquencies in district or international dues, take heed. Either club members aren't being billed or paying club dues or the club treasurer is unsure of their responsibilities.
- **Lack of New Projects** - Often a club in-good-standing finds itself doing the same project from month to month and year to year. Stale projects will lose members' interest and should be reviewed regularly. Often there are unmet community needs that would provide innovative projects for these clubs.
- **No Reports** - Regular reports to Civitan International and districts, which are delinquent and not filed may indicate a club is not functioning.
- **Low Attendance** - A club which consistently shows attendance below 50 percent indicates there may be a problem with meeting place, lack of good programs or other problems.
- **Personality Conflicts** - Whether among members or club officers these conflicts can create an atmosphere for major problems. Find out the root of these conflicts and solve them immediately.
- **Dull or Poorly Organized Meetings** - When a meeting starts late and ends late with no set agenda or program it is an indication that club meetings are poorly planned. Members lose interest in poorly planned meetings and this inadequate planning also indicates a lack of interest on part of club officers.
- **No Communication** - Without an interest newsletter, bulletin, or a regular method of communication, members lose the regular thrust and excitement of member involvement.

Prescription for an Ailing Club 5 Steps to Success

- Step #1:** Talk with club officers and a few random club members in order to find out what problems the club is experiencing. Once you know...
- Step #2:** Contact district governor and Civitan International Membership Department (Ext. 119) for ideas and resources to assist the club.
- Step #3:** After a plan of action has been discussed and a qualified club re-builder is assigned by the district governor, visit the club with the re-builder and gain commitment from those club members who are interested in rebuilding. Once commitment is secured...
- Step #4:** Meet with the club as much as possible and assist the club re-builder and members in every way.
- Step #5:** Show a sincere interest, letting the club know you are there to help.

How To Be An Effective Club Board Member

As a director, you are an elected representative of your fellow members. They look to you for representation of their ideas. Your creativity is also important — one of the reasons you were elected was because of your ability to think well. The success of your association depends on your performance as a director.

There are many kinds of boards:

- Some are advisory boards, which can consider a broad range of issues but essentially have no power;
- Some are policy-making boards, such as boards of education, which set goals and then hire staff to carry out or administer the goals;
- Some combine policy-making and supervision.

Our board falls in the latter category. Members of the Civitan club board of directors make policy, but also supervise the activities of the volunteer leaders so that the club can concentrate its energies and abilities on community service and membership growth and retention. New board members, without specialized knowledge, often fear that they cannot make a contribution. They feel shy because others seem to know more about the rules. They hold back for fear they will be out of order. It is worth saying at the beginning, though, that new board members bring valuable talents and knowledge. Most have developed techniques which have effected membership growth and increased community service. Besides such general experience, board members often have specific talents, such as fund-raising ability, the gift of organizing, or the power to persuade people to their point of view.

As to the specialized knowledge about board membership, much of it will be learned along the way. In addition, there is help available from other members with experience in leadership, from written materials such as policies, the constitution and bylaws and the manuals for club officers. A deep interest in expanding the Civitan movement will serve as a guide to doing what is right.

What is a Board of Directors?

The board is a slice of the whole loaf chosen to run an entire enterprise simply because it is too awkward to have everybody run it. Board members are entrusted to see that things go the way Civitans they represent want them to go. The board is responsible to the members who have chosen them.

A well-functioning board, however, is more than just a rubber stamp. The membership expects leadership from board members who, in accepting the office, have agreed to devote as much time as necessary to the job. Even though board members are volunteers, it is expected that they will give more thought and study to the opportunities and problems facing the club than could the general membership. Board members should lead the way in recruiting new members and in encouraging the club to create community service.

What characterizes good board members? Tact and common sense are what Civitans look for when choosing their representatives. Of great importance, too, are talents such as financial expertise or resources, such as contacts with certain vital elements of the business world, which can benefit Civitan.

What the Board of Directors Does

In general there are two main parts to the board's job: policy making and implementation. In other words, the board, setting policy, says, "This is what we want to accomplish." Implementation is finding ways to carry out the policy.

On some matters the board confines itself to the first part, setting policy, and turns the second part over to the officers and committees to see that the job gets done. The president cannot do his job if the board is standing over him, telling him what to do at every turn. Even so, the board has clear responsibilities for implementation. It keeps an eye on the day-to-day operations to see that policy is carried out. It sets up good reporting procedures to hold the officers accountable, and builds in ways to see that they carry out board policy.

In general terms, there are five questions the board has to ask itself. These questions embody the five main tasks of a board:

- What do we want to accomplish (setting policy and establishing goals)?
- What is the road map to follow (formulating guidelines, making plans, suggesting alternatives)?
- How will we pay for it (getting and spending money)?
- How do we reach our goals (establishing priorities, delegating responsibilities)?
- Did we succeed or fail (evaluating)?